[Nov. 4 1965]

M E M O R A N D U M

REPORT ON TRIP TO JACKSON, MISSISSIPPI RE:

Mississippi Freedom Democratic Party
Executive Board Meeting

I arrived in Jackson, Mississippi Saturday, October 30, 1965 for the Mississippi Freedom Democratic Party Executive Board meeting that afternoon, to which officials of various national organizations had been invited.

John Lewis was there from SNCC as well as an entourage of lesser personnel. Reverend Blackwell was there from SCLC, plus several others. Haley, Raymond and I were there from CORE though Raymond stayed only a short time. Mrs. Devine was there but in her capacity as member of the executive board.

I will state the facts as they unfolded which will require a certain amount of going backwards and forward to bring the picture up to date. To me it was something of a revelation.

The meeting was held at Tougaloo College. It was immediately apparent that Guyot was not present and Mrs. Gray acted as chairman of the meeting, and started off the discussion by saying that the Mississippi Freedom Democratic Party plans a voter registration campaign and wanted advice and assistance from the national organizations. Very frankly, at this point I could not understand the purpose of such an important meeting on a matter which seemed rather obvious. Before long, however, in the discussion, it became clear that there were all kinds of hidden currents not apparent on the surface and at this time were not apparent to me except there was something of a mystery about Guyot's failure to be present, and a large amount of antipathy. There was also some discussion of Bolivar County where something of a fiasco had occured within the last few weeks. It was also clear from comments made by Mrs. Gray and others that there was a number of people present who had not been invited.

The conversation went on in this fashion for a couple of hours and frankly I wondered what I was doing there. At this point it was decided to have a meeting in Ed King's house and Mrs. Gray read the names of the persons to be present in addition to the executive committee. For CORE she read off Haley and Raymond,

I thought this a little odd but was not particularly troubled by it. However, Mrs. Gray came over to me and made a very particular point of saying that I was expected to be at this meeting and my name had been omitted accidently because they were not sure I was able to come. It was obvious that the people who had not been invited to the smaller meeting were largely SNCC people, though there may have been a few others whose affiliation I was not aware of.

At the meeting in King's house, which Mrs. Gray again chaired, the antagonisms came out into the open very clearly. Art Thomas on behalf of the Delta Ministry immediately and in very forceful terms, made it very clear that the National Council of Churches and the Delta Ministry were not interested in cooperating on a project of this kind with the Mississippi Freedom Democratic Party unless the MFDP could control its staff. He made particular references to Bolivar County and the way a large number of young people had behaved. There was no planning, no food, no arrangements made for where they would stay, all in all, a hodge-podge with bad repercussions in the area. In a response it became immediately clear that while the reference on its surface, really meant SNCC staff loaned to MFDP. The focus of the conversation then rapidly changed to a rather vigorous attack on the people who SNCC have been supporting and lending to MFDP. In the middle of this John Lewis said that it was SNCC's intention to go back into Mississippi for a voter registration campaign. They had not yet selected their headquarters nor had they decided how many people they would send into Mississippi.

Mrs. Gray and others cited some specific examples of the way the so-called staff had been harmful to the executive board of the MFDP. In fact, the staff had prevented the executive committee from having meetings both as an executive committee and educational meetings in some communities. By this time the antagonisms appeared very serious. It is very clear that MFDP, at this moment is not able to mount its own voter registration campaign. It needs major support from the national organizations. On the other hand, support from the national organizations varies.

Much discussion was had around the conception of national organizations working in particular territories. Several of the people were negative on this though the negative quality seemed to be directed at SNCC and not us because of the previous things I have said.

On the other hand I may have missed a few nuances because at this time George Raymond was not present having left some time earlier leaving Haley and me at the meeting.

Not too long thereafter, the meeting broke up without any major problems being resolved. I certainly think we ought to get a detailed report as to what is going on in Mississippi particularly as George Raymond sees it and perhaps some others, as Mrs. Devine.

I later spoke to Bruce Rogow trying to find out what he knew about the situation since he is all over the state and speaks to many of the people, and he confirmed many of the difficulties described above and agreed that SNCC staff was a series of major problems.

Submitted by
Carl Rachlin
November 4, 1965

cc: Messrs. Farmer, Wiley, Gartner, Rich

Order - 87

MEMORANDUM

May 6, 1966

TO: Ronnie M. Moore

FROM: Marvin Rich

RE: Leadership Development Checking Account Balance

Attached is a check in the amount of $1,000 which is to be added to the leadership account balance to bring it up to $3,000. All bills paid and the balance in the account should always equal $3,000.

/hm
attachment

MEMORANDUM

May 18, 1966

TO: SEDF Staff Members

FROM: Marvin Rich

1. Health Insurance -- I am pleased to report that effective May 12, you have been covered by health insurance by the Massachusetts Mutual Insurance Company. More detailed information on the plan will be sent to you shortly along with forms which require your signature. Please return the forms as quickly as possible.

2. Name Change -- The new name, "Scholarship, Education, and Defense Fund for Racial Equality, Inc." went into effect this past week as well. You should use it wherever appropriate. If there are any questions as to the reason for the change of name, the resolution passed by the Board of Directors reads as follows:

> "This is a reflection of the increased range of services provided by the organization to a wide variety of non-violent, direct action groups throughout the country. SEDF will continue to support appropriate CORE programs."

For your information, the legal program, the leadership training program, and the voter registration program which provides service to CORE chapters, staff members and others are continuing.

3. Vacations -- Vacation period will soon be upon us. Everyone should make requests through their department head for vacation. Our vacation policy calls for the following:

Clerical employees are entitled to two weeks of vacation after one year of employment, and three weeks after two years.

Professional employees are entitled to three weeks vacation after one year, and four weeks after two years.

MR/hm

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File ~~ca~~ 9B

[Spring-Summer 1966]

TO: MARVIN RICH, EXECUTIVE DIRECTOR

FROM: RONNIE M. MOORE, LEADERSHIP DEVELOPMENT DIRECTOR

RE: RECOMMENDATIONS ON EXPANDING THE LEADERSHIP TRAINING PROGRAM

1- ONE FULL-TIME FIELD ASSISTANT FOR RECRUITMENT OF STUDENTS, DEVELOPMENT OF WORKSHOPS IN LOCAL COMMUNITIES, AND FOLLOW-UP WORK WITH THE PARTICIPANTS IN THE PROGRAM.

2- SPECIALIZED WORKSHOPS DEVELOPED TO COVER SPECIFIC SUBJECTS IN DETAIL (CITIZENSHIP, EDUCATION, RURAL PROBLEMS, SCHOOL DESEGREGATION, ETC.)

3- WORKSHOP SERIES BE EXTENDED FROM FOUR TO SIX OR EIGHT SESSIONS.

4- FIELD FELLOWS SHOULD BE ASSIGNED TO WORK WITH, AND UNDER THE AUSPICES OF LOCAL GROUPS AND ASSIST LOCAL COMMUNITIES IN DEVELOPING LONG RANGE COMMUNITY ACTION PROGRAMS.

M E M O R A N D U M

June 27, 1966

TO: Ronnie Moore

FROM: Marvin Rich MR

Attached is a copy of a turn down from the United Presbyterian Church. Any support we would have received from them for our scholarship program would have been most helpful. Any support we can secure in the future for the scholarship program or for the leadership training program would be invaluable.

I note that Mr. Furman Templeton is vice chairman of the Executive Committee. Could you arrange a meeting with Mr Templeton and yourself or between the three of us.

This is too important a group. They have too much money for us to to be shut out completely.

MR/hm
attachment

MEMORANDUM

TO: Marvin Rich, Executive Director

FROM: Ronnie M. Moore, Leadership Development Director

On Wednesday July 20, 1966 we shall sponsor a Specialized Workshop with the Suffolk County Bail Project. Resource persons will be furnished by the Vera Foundation which sponsors the Manhattan Bail Project. Hank Smith Jr., is in charge of organizing the workshop.

We have arranged to pay expenses.

JULY 14, 1966

26 July 1966

Memo To: Hope Maynard

From: Ronnie M. Moore, Leadership Development Director

Re: Employment status of Spiver Gordon

As of August 15, 1966 Spiver Gordon should be added to the payroll as a professional employee at a yearly salary of $6,500. He will be assigned to the Department of Leadership Development.

RONNIE M. MOORE

cb

SCHOLARSHIP, EDUCATION AND DEFENSE FUND FOR RACIAL EQUALITY
inc.
150 NASSAU STREET, NEW YORK, N.Y. 10038
TELEPHONE 964-8210

26 July 1966

MEMO TO: Shirley Lacy
Lou Smith
Hank Smith, Jr.
Spiver Gordon

FROM: Ronnie M. Moore, Leadership Development Director

RE: National Training Laboratories, Cedar City, Utah

Enclosed please find a check for , which covers your round-trip travel to Cedar City, Utah. A brochure describing the Institute in detail is also enclosed.

Please complete the application form and send it to National Training Laboratories, National Education Assoc., 1201 Sixteenth Street, N.W., Washington, D. C. 20036, in care of Mr. H. Curtis Mial immediately.

If you have any questions, please contact the office.

Contributions are deductible for income tax purposes

■ *president;* Andrew E. Norman ■ *vice presidents;* William S. Ellis, Nannette Sachs ■ *secretary;* Ezra Levin ■ *treasurer;* Shelley Appleton ■ *executive director;* Marvin Rich ■ *leadership development director;* Ronnie M. Moore ■ *legal director;* Carl Rachlin ■ *BOARD OF DIRECTORS;* John P. Allison ■ James Baldwin ■ Katrina McCormick Barnes ■ Canon James P. Breeden ■ Dr. Kenneth B. Clark ■ Robert Curvin ■ Charlotte Devree ■ Robert F. Drinan, S.J. ■ John Henry Faulk ■ Doris Freedman ■ Dr. Edward L. Gibson ■ Norman Hill ■ Clarence B. Jones ■ Joann List Levinson ■ Henry Morgenthau, III ■ Dr. William Stuart Nelson ■ Elaine Slater ■ Norman Thomas ■ Rowland Watts ■ Pearl L. Willen

August 8, 1966

Memo to: Marvin Rich, Executive Director

From: Ronnie Moore, Leadership Development Director

Re: Work Schedule, August 5, 1966 to September

August 10,- 11	Vacation
August 12	Office
August 15- 16	Office
August 17 - 21	Vacation
August 22 - 26	~~Louisiana~~ California
August 27 - 31	~~California~~ Louisiana
September 1	New York Staff Meeting

August 8, 1966

Memo to: Marvin Rich, Executive Director

From: Ronnie Moore, Leadership Development Director

Re: Work Schedule, August 5, 1966 to September

August 10,- 11	Vacation
August 12	Office
August 15- 16	Office
August 17 - 21	Vacation
August 22 - 26	Louisiana
August 27 - 31	California
September 1	New York Staff Meeting

August 8, 1966

Memo To: Legal Department

From: Ronnie Moore, Leadership Development Director

RE: Watson Case, Tallahassee

Attached is a photostatic copy of a letter which I cannot understand. However, in a recent conversation with Mr. Watson, I learned that the facts of this case were turned over to our legal representative, Mr. John Due.

Mr. Watson further stated that information concerning his case should be somewhere in the office of Carl Rachlin.

I would like very much for the Legal Department to investigate and inform me as to the present status of the case.

August 12, 1966

M E M O R A N D U M

TO: MARVIN RICH

FROM: Ronnie Moore

RE: Work Schedule August 15-16

I will be at the office at 3:00 Monday in order for us to leave in time for the 4:00 appointment at the Taconic Foundation.

If you need me before 3:00, please call me after 11:00 at the Bronx Community Self Improvement Association, 633 E. 169th Street, corner of Boston Road. Telephone Number is : 991-1950. I will be there to lead a discussion on the film "Louisiana Diary". Mr. Howard Quander is Executive Director of Bronx Community Self Improvement Association.

Tuesday, I will be in the office at the usual time, 9:00.

August 15, 1966

MEMORANDUM

TO: Messrs. Gordon, McCain,
Brown, Robinson

FROM: Ronnie M. Moore

RE: Information Report on Social
Action Organizations

Enclosed please find 100 copies of our Information Report on social action organizations. As you come in contact with local groups, please fill out the enclosed form and send it into the office. We are in the process of making contact with as many local organizations as possible and making a record of their activities and training needs. Such reports are very important to the survival of SEDF.

In the case of Spiver Gordon, such reports should be made out on a weekly basis, covering the groups he will be meeting on a day by day basis.

In the case of Jim McCain, Frank Robinson, and Emerson Brown, such reports should be sent in as you meet groups engaged in voter registration and other community programs.

I am looking forward to your cooperation in this regard.

RMM/cs
Encs.

[Aug. 1966]

M E M O R A N D U M

TO: Spiver Gordon, Marvin Rich

FROM: Ronnie Moore

RE: Itinerary for Spiver Gordon

August 23 to 31 - Florida

Contact local groups concerning statewide citizenship education workshop.

September 1 -30 - Louisiana and Mississippi

Specifics to be discussed

[Aug.- Sept. 1966]

TO: Marvin Rich, Executive Director

FROM: Ronnie M. Moore, Leadership Development Director

RE: Outline of Plans for Leadership Training Program
September, 1966 through August 1967

1- A week long workshop on community organization for one-hundred community leaders.

2- A week long workshop on citizenship education for one-hundred community leaders in the north.

3- A week long workshop on citizenship education for one-hundred community leaders in the south.

4- Leadership training series - One in the mid-west and one in the far-west.

5- Fifteen specialized workshops for the participants who attended our 1965-66 leadership training series in the south-atlantic region, Louisiana-Mississippi area, and the South Carolina - Florida area.

6- A four month intensive leadership training program to be repeated twice in one city.

7- Two discussion leader's institutes.

8- A week long workshop on trade unions.

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Inter-Office

September 28, 1966

TO: Ronnie Moore

FROM: Marvin Rich

I talked to Jim Slater and Bob Wechsler yesterday afternoon. During the course of my discussion with Jim, it was suggested that we might do some sensitivity training for his professional staff. Do you honestly feel that we are capable of doing the job? Since this would be for a business corporation and we would get a fee, we could not call upon Bill Gellerman to do this work gratis.

I would like to have your thoughts on this before we make commitments in other directions.

MR:ca

Conference is set with Cornell staff and SEDF executive director

RM

October 5, 1966

Mr. Roy Reuther
United Automobile Workers
8000 East Jefferson Avenue
Detroit, Michigan 48214

Dear Roy:

We've just completed the Florida Citizenship Education Workshop in Jacksonville. We managed to involve a fairly broad cross-section of people from Northern and Central Florida and feel that we're beginning to make a dent. A great deal has to be done before we will have a knowledgeable and effective political movement, but we're well on the way. I've enclosed a copy of the manual which we've prepared. I'd like your comments.

I also want to thank you and the UAW for making Horace Sheffield available to us. He's really very good in that he combines knowledge of political processes with an ability to relate to our participants. Horace is tops in our book.

I would like to see you when your schedule permits to discuss this series of workshops and a number of special Congressional Districts.

Sincerely yours,

Marvin Rich
Executive Director

Enclosure
MR:eo
Blind cc: Horace Sheffield

M E M O R A N D U M

TO: Carol Beatty, Walter Brooks, Herb Callendar, Fran Crayton, William Gellerman, Shirley Lacey, Leon Modeste, Hank Smith, Walter Stevens, Phyllis Townsend, Donald Tucker

FROM: Ronnie M. Moore October 10, 1966

During the weekend of November 11-13, 1966 we are planning to run a Laboratory Training Session for sixty community activists in Suffolk County. Hank Smith is now recruiting participants from various local groups in that area, i.e., neighborhood aides from poverty programs, community organizations, human and civil rights groups. Of course, we will need trainers for the session. We would like very much for you to serve as a trainer.

In order for you to receive additional training before the Suffolk County workshop, we invite you to attend a marathon laboratory session at the residence of Dr. William Gellerman, 74 Amity Street, Apartment 5, Brooklyn, New York , on October 28-29, 1966. For detailed travel instructions, please call Bill at his residence, (212) 522-3799 or at his office, (212) OX 7-2247.

We request that you be present for 8:00 pm Friday, for supper. The session will begin at 9:00 pm and will continue for 36 hours. We will talk, work, sleep, drink, and eat together. SEDFRE will pay for board and travel expenses.

I sincerely hope hope that each and every one of you will be able to participate. Many thanks.

INTER-OFFICE MEMO

TO: CARL RACHLIN

DATE: October 10, 1966

FROM: RONALD MOORE

RE: Telephone call from James McCin

The other day, Jim called and wanted an immediate reply regarding the following issues. 1. The $600,000 law suit against CORE. 2. $300 cash for posting of a commertial bond for Henry. 3. Attorney Finey's fee.

He pointed out that you had given the O.K. on the law suit and the bond. He also stated that Finey wants the money. Of course, I raise the question why are we defending CORE?

Ronald Moore

RM/eg

M E M O R A N D U M

TO: MARVIN RICH

FROM: Ronnie M. Moore October 10, 1966

Please send a thank you note to Ray Reuther, regarding the participation of Horace Sheffield, (UAW) in our various workshops.

Please note the dates

MP

Mm E M O R A N D U M

TO: STEVE NAGLER

FROM: Charlaine Shelto October 13, 1966

Some time last spring, (March - June) I gave the Legal Department an envelope containing the court records of Earvin S. Wright, (See attached letter) What happened to them?

Dropped

MEMORANDUM

October 14, 1966

TO: Marvin Rich cc: Shirley Lacy
Ronnie Moore

FROM: Carl Rachlin

This memo will deal with two subjects. The first will concern itself with the Welfare Training Session in New Orleans; the second will describe the demonstration in Washington in support of the Anti-Poverty Bill arranged by the Poverty Rights Action Center, under the leadership of George Wiley.

1. The Conference arranged for Ed Sparer to conduct was held in New Orleans on September 23 and 24 at the Dryades Street YMCA. Collins, Douglas and Elie had asked for materials for the training of lawyers in the handling of Welfare Administration Cases. This request had resulted from their attendance at our Annual Law Conference in which Sparer had discussed the subject at some length. After correspondence and discussions with them, it was deemed wise to conduct an actual training session in Louisiana, other than merely send some materials. They agreed to undertake all the efforts to bring people together. The intention was to invite three types of people.

   A. Lawyers who had been identified with Civil Rights and who might be interested in working in the related area of Welfare.

   B. Community Leaders in various communities all over the state who would like to be of help to people in their community.

   C. Professionals and semi-professionals who work in the field of Welfare, but are unassociated with the Federal, State and Local Administrations ~~but~~ and who would like some first rate guidance. It was decided that Welfare Administration people should not be invited since this was an effort to acquaint a variety of people with the problems and it was felt that inviting administration people would only result in having debates and prevent completion of the education process. Clearly, at some future time, debates should be held by administrative people on the one hand and the informed-non-administrative people on the other. It was decided, however, that these sessions were preliminary to the objective.

There were three sessions: Friday night, Saturday morning and Saturday afternoon. Attendance varied considerably building up to a substantial

attendance for the Saturday afternoon session. Analyzing the attendance - its weaknesses were shown in the few lawyers and non-administration professional people who attended. The strength was shown in bringing community people and welfare clients together. A large part of the attendance of the group was the result of the efforts of Oretha Castle who not only attended all sessions but involved people with whom she is associated in her work in New Orleans.

Sparer was very good and discussed in his informed manner the leading problems for consideration that persons interested ought to become acquainted with. He had arranged for one of his associates to go to Washington to photo copy certain sections of the Louisiana Welfare Law records on file with H.E.W. in Washington. We had not been able to get them in Louisiana despite strenuous efforts. This is a common problem in Welfare situations. The Administrations do not make their rules and regulations easily available. We probably could get it now but there was no way of getting it in time for the Training Session. We will receive a bill from Sparer but only for the photocopy of the regulations, not for his travel expenses even though he did go there under our auspices and at our request.

Ellie showed me the letter that had gone out to approximately 150 people throughout the state. The response to this was very spotty - explained, in part because the date was arranged for Saturday which was the second primary date in the state; this important fact was ignored in setting up the meeting, so that quite a few community people involved in the primary in their local communities were not able to come, as well as lawyers and professional people.

But on balance, the program was worth the effort - particularly since it is clear that organization of welfare clients will take place as a result of this Conference. In fact at the end of the meeting on Saturday, Oretha Castle met with a substantial number of welfare clients to hear and to discuss organization problems. She also requested that I advise Ronnie Moore that he be in touch with her; I have spoken to him.

With proper efforts, this kind of program could be constructed in other areas such as South Carolina, northern Florida, Georgia, perhaps, and the like. The minimum meeting would be at least two sessions of several hours each. Out of these meetings could come the people who could be further trained to be welfare aides.

II. George Wiley called and asked if I could handle the legal problems that might result from the demonstration he was leading in Washington on September 27. He also wanted me to work out the arrangements with the police and so forth. I went down to Washington the afternoon on the 26th and spent the day with Wiley and his associates, Joyce Ware, Art

Thomas, and Ed Day. The demonstration had been organized by Wiley from amonst the various relationships he had built up in 16 or more states with welfare groups. The demonstration was to involve a parade up East Capitol Street to The Capitol, a distance of about a mile, and then a meeting in the House Office Building addressed by various Congressmen; then lobbying with Congressmen and Senators - the day terminating with another march from The Capitol to the vicinity of the Washington Monument for a final rally.

Despite outrageous weather (it rained almost the entire time), there was a substantial turn out. Quite a few bus loads of people came in from various areas and everything was conducted in an orderly, and I think, effective, manner as well.

Wiley certainly proved that he has relationships strong enough to bring large groups together and conduct a poor people's demonstration. Interestingly enough, as one of the speakers pointed out, there were no representatives of any Civil Rights organization present. This was another demonstration of the lack of interest amongst people with problems in the national organizations at this time and the growing importance of the community organizations. After the demonstration was over, Wiley and I sat down to do some preliminary assessment of the matter. He raised the question that he is anxious for a working relationship with S.E.D.F. and also with Sparer so that a significant national program can be developed. This discussion was a follow-up to the discussion we had previously had with him. In addition, I had made known to him my ideas of how I thought a national organization could be developed. I told him that a meeting would be held in the very near future to reflect upon these thoughts.

CR/art

M E M O R A N D U M

TO: MESSRS. RICH, McCAIN, FORGON, RACHLIN,
GELLERMAN, WILCOX, SCHWARTZ; MRS. LACEY

FROM: RONNIE M. MOORE October 19, 1966

SUBJECT: SCHEDULE OF WORKSHOPS

OCTOBER 28-29	Laboratory Training Session (Marathon) for Trainers at residence of Dr. W. Gellerman, Brooklyn, N.Y.
NOVEMBER 11-13	Specialized workshop in Suffolk County, New York
NOVEMBER 12	Voter Registration Conference - Sixth Congressional District Plaquemine, Louisiana
NOVEMBER 18-20	First Workshop in California General Leadership Training Series DeBennefille Pines, Angeles Oaks, Calif.
NOVEMBER 25-27	Specialized Workshop on Citizenship Education for Louisiana residents Waveland, Mississippi
DECEMBER 2-4	Specialized Workshop on Citizenship Education, Frogmore, South Carolina
DECEMBER 9-11	Discussion Leaders' Institute Buckeystown, Maryland
DECEMBER 16-18	Second Workshop in California General Leadership Training Series Los Angeles, California (site to be selected)
JANUARY 13-15	Third Workshop in California General Leadership Training Series Los Angeles, California (site to be selected)
JANUARY 25-29	Five-day workshop on Community Organization Buckeystown, Maryland

M E M O R A N D U M

TO: MARVIN RICH

FROM: Ronnie M. Moore October 25, 1966

Due to our past relations with Max Birnbaum and the feeling of inadequacy on the part of our Leadership Training staff, we are forced to pay $350.00 as faculty salary for Max's participation in the Discussion Leaders' Institute to be held December 16-18 in Budkeystown, Maryland. We cannot afford to do this in the future. This is the first, and must be the last, time.

It is imperative that SEDF undertake certain steps to better train its own staff. It is recommended that when universities offer courses which will better qualify Shirley, Jim, Spiver and myself, that SEDF take steps to pay for expenses of such courses. Needless to say, we must also better prepare ourselves, through observation and attendance at workshops sponsored by other groups.

At the Discussion Leaders' Institute, I shall serve as co-trainer with Max. I strongly feel that I will be able to conduct discussion leaders' institutes in the future by myself.

MEMORANDUM

November 30, 1966

TO: Walter Brooks

FROM: Ronnie M. Moore

December 6th will be convenient for the meeting between you, Gellerman and myself. We can meet at my office at 3 p.m.

cc: William Gellerman

RMM/rwb

S E D F I N T E R - O F F I C E M E M O

December 9, 1966

To: Carl, Ronnie, Shirley, Steve and Andy

From: Marvin Rich

As I have indicated to most of you, the Ford Foundation is interested in learning of specific proposals which we have, both for improving existing programs and for programs which we feel are needed but do not have the funds to implement.

I would like to discuss this at a meeting of the staff on Wednesday morning, December 14, at 10 a.m. I do hope that you will think through the possibilities thoroughly before then so that the discussion will be profitable. We may have very little time thereafter to present and modify our proposals.

M.R.

MR:at

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[1966-67]

TO: Marvin Rich, Executive Director

FROM: Ronnie M. Moore, Leadership Development Director

RE: Outline of Plans for Leadership Training Program
September, 1966 through August 1967

1- A week long workshop on community organization for one-hundred community leaders.

2- A week long workshop on citizenship education for one-hundred community leaders in the north.

3- A week long workshop on citizenship education for one-hundred community leaders in the south.

4- Leadership training series - One in the mid-west and one in the far-west.

5- Fifteen specialized workshops for the participants who attended our 1965-66 leadership training series in the south-atlantic region, Louisiana-Mississippi area, and the South Carolina - Florida area.

6- A four month intensive leadership training program to be repeated twice in one city.

7- Two discussion leader's institutes.

8- A week long workshop on trade unions.

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S.E.D.F. EGL

To: Ronnie, Shirley, Carl and Steve January 13, 1967

From: Eva Levy

A luncheon meeting is planned for February 28 to introduce Nils Douglas as Board Chairman. It probably will be held at the Overseas Press Club, time is 12:30. The price will be in the neighborhood of $5, but a limited number of guests will be invited by us.

This luncheon offers us an opportunity to bring together those who have contributed time and money to us in the past and also some from whom we hope to receive help in the future. We would like to receive your suggestions of those you think should be included; lawyers, social workers, people in the anti-poverty field, faculty of workshops, etc. We are particularly anxious to weight the list in favor of Negroes who have participated or might participate and who would be interested in coming.

I hope to discuss your ideas with you, but wanted you to have this advance notice.

Eva

EGL:at

M E M O R A N D U M

TO: Eva Levy

FROM: Ronnie M. Moore January 23, 1967

SUBJECT: Luncheon

As requested in your membrandum of January 19, I am listing the following names:

Dr. Preston Wilcox*
Columbia University School
of Social Work
2 E. 91st Street
New York

Dr. William Gellerman
New York School of Industrial
and Labor Relations
7 East 43rd Street
New York

Mr. Harry Schwartz
Mobilization for Youth
214 East 2nd Street
New York

Mr. Herbert Callendar*
South Bronx Community Progress Center
368 E. 149th Street
Bronx, New York

Mr. Ben Robinson*
Assistant Director
Strykers-Bay CAP
561 Amsterdam Avenue

Mr. Donald Tucker*
177 Pennington Street
Newark, New Jersey

Henry G. Smith, Jr. *
Suffolk County CORE
20 Natalie Avenue
Amityville, Long Island

Mr. Ralph Sims*
Executive Director
East Orange CAP
401 Main Street
East Orange, New Jersey

Mr. & Mrs. Steve Forstenzer
677 West End Avenue
New York

Attorney & Mrs. Furman Templeton*
118 Colonnade Park
Newark, New Jersey

February 3, 1967

Memo To: Board
From: Marvin Rich

1. Nils Douglas's Visit

Plans for Mr. Douglas's visit are coming along well. Percy Sutton has agreed to introduce Nils at the luncheon on February 28th. We are also arranging a series of private meetings with persons who have an important or potentially important relationship to SEDF including Ford Foundation staff. Do you have any suggestions along these lines?

2. The Art Show

The Art show is moving into high gear. Thomas Hoving has accepted Honorary Chairmanship. Lloyd Goodrich, of the Whitney Museum, and Robert Rauschenberg have agreed to serve as Chairmen of the Art Committee and Claude Heckscher and Marian Logan will serve as chairman of the Patrons Committee. Opening night is April 27. Please save the date.

3. Leadership Training

Enclosed are two schedules of workshops already planned. Another series in the New York area is being prepared. We will send you this schedule as soon as it is ready. Also being prepared is an evaluation of our use of sensitivity training to better prepare participants emotionally for the learning process.

4. Financial Situation

In January our income was more than $50,000. I believe this is the highest single month that we have ever had. It has permitted us to pay most of our Spring Scholarships and to make a modest repayment on loans which we contracted in the fall. Among the larger gifts since January 1 were the following:

Mrs. Caroline Marks	$3,000	Mrs. Katrina MacCormick Barnes	$3,000
Thrift Shop	$2,500	Field Foundation	$15,000
Shanti Foundation	$8,000	Andrew E. Norman	$11,000
New York Foundation	$2,500	Charles N. Mason Jr.	$ 1,000
		Franklin D. Roosevelt III	$1,000

The very successful fund raising during the last few months has been the result of excellent cooperation from the board and staff. It indicates that we can secure the resources for our very important programs. However, we are not yet out of the woods (our debt totals $26,000) and we will need the support of everyone.

March 16, 1967

Mr. Roy Reuther
United Automobile Workers
8000 East Jefferson
Detroit, Michigan

Dear Roy:

Since the passage of the Voting Rights Act of 1965 more than 900,000 Negroes have been registered to vote in the southern states covered by the Act.

In most cases the newly registered voters are in communities where there is little or no experience in political campaigning or in the other skills required to make the vote effective. Yet there is a widespread expectation, both in the communities and in the nation as a whole, that significant voter registration will result in meaningful change in the political climate. With the electoral defeats in many counties in the 1966 primaries, there was a disillusionment with the political process and a tendency to accept the "no-win is possible" hypothesis of SNCC.

We in SEDF do not accept this hypothesis. We know that political know-how is the product of education and experience. While we cannot supply experience to compensate for decades of disenfranchisement, we can provide education and training that will speed integration of the Negro into the political process in a positive and responsible manner. Opportunities for minority group members to assume leadership positions are growing and responsible leaders are asking us for training and assistance in assuming these opportunities.

Last summer we conducted the first Citizenship Education Workshop in Frogmore, South Carolina. One hundred thirty political activists and campaign workers from eight southern states spent almost a week learning the fundamentals of politics -- how to organize a precinct, how to conduct a campaign, how to insure a fair count at the polls. Almost as important as the information imparted was the opportunity for political leaders from different communities to share problems and a sense of purpose. SEDF assembled top-notch resource

persons, including Horace Sheffield, Fannie Neal of COPE, Manhattan Borough President Percy Sutton, and Leon Shull of ADA, who donated their services. From successful Negro candidates, workshop participants learned that election victories do not come quickly and often not until a candidate has tasted defeat once or twice. An evaluation of the Summer Workshop is enclosed.

The success of the first Workshop brought requests for follow-up at the state and county level. Statewide workshops have been conducted in South Carolina, Florida, and Louisiana. The political impact of this educational program was felt in the South Carolina elections where the Negro and labor vote was decisive in electing Senator Hollings and Governor McNair. Another outgrowth of the program is the SEDF pamphlet, POLITICAL STRENGTH - HOW TO GET IT, which is a clear and concise guide to organizing a community for a political campaign. The pamphlet has been widely used and widely praised. This week COPE requested 1,000 copies for the Mississippi AFL-CIO.

We now propose to bring these workshops to 25 key counties in these states. With effective political organizations in these counties. Negro voters can really have a voice in politics; in the local party organization and in the election of local candidates. This is also the springboard to exerting influence on the state and national level. A sample agenda for the workshop series is enclosed.

The total cost of the series of 25 county workshops is estimated at $4,000. This includes two weeks of planning with local groups, faculty travel, and general administrative expenses. Because SEDF is in close and continuing contact with leaders in these counties, the preparation time and expenses can be kept to this minimum amount.

We also plan a week-long workshop for the late spring for candidates and newly elected school board members on the responsibilities of the office, sources of assistance (both national and local) and problems which others have faced and surmounted. A similar workshop for members of county commissions is planned for the early fall. The plans for these workshops have not yet been completed but we estimated the cost of these two workshops to total $17,000.

We hope that the United Automobile Workers will make a significant grant to this program as an investment in the training of an important new group of American citizen leaders.

Sincerely,

Marvin Rich
Executive Director

MR/lp

SCHOLARSHIP, EDUCATION AND DEFENSE FUND
FOR RACIAL EQUALITY, INC.
150 Nassau Street
New York, New York 10038

March 17, 1967

To: Mr. Ronnie Moore

From: Mr. Marvin Rich

Subject: Application for funds - UAW and Publication of US Dept. of Labor

I have enclosed a copy of a letter and application for funds for Citizen Education Workshops to Roy Reuther. I would suggest that you try to use Horace Sheffield for one or two of the county workshops. This would be useful.

I am also enclosing a recent publication of the US Department of Labor - A SHARPER LOOK AT UNEMPLOYMENT IN U.S. CITIES AND SLUMS. I think we could use these effectively in our workshop in California and in the Northeastern Region. I should think we could get them free through Lila Doar.

Juvenile Delinquency

MEMORANDUM

March 23, 1967

TO: Marvin Rich

FROM: Ronnie M. Moore

I talked with Robert Wechsler regarding the Rockefeller Foundation request. He stated that Rodman Rockefeller would not intercede for the Interracial Council for Business Opportunity to get money from the foundation. However, there is a possibility that Rodman may utilize his influence for us to get money from the Rockefeller Brother's Fund.

Due to the complexity of the situation, I suggest that my white brothers communicate as to what steps should be followed. Call Robert Wechsler concerning this matter.

home phone 249-4222
office phone MO 5-3333

Please see attached letter from the Interracial Council For Business Opportunity. I don't particularly want to go, but if you want me to go, I will go.

Bob Wechsler has given me permission to charge $50 worth of telephone calls to his credit card. This should help to reduce our telephone bill.

RMM/rvb

M E M O R A N D U M

March 30, 1967

TO: Carl Rachlin

FROM: Ronnie Moore

RE: Workshop Weekend of April 28-30th

Yesterday, Hank Smith and I spoke to Stephen Nagler concerning his availability to participate in the workshop in Linwood, New Jersey at the above date. Steve has agreed to take part in this workshop. Since Steve has been working for some time with community groups throughout the northeast region, I think he will be an asset to our program which is designed to train trainers.

As you have attended our workshops previously and know their climate, please give Steve some pointers.

RM/rwb
cc: Stephen Nagler

S E D F R E — Inter-Office Memo

To: Marvin Rich — April 7, 1967

From: Ronnie Moore

Leadership Training activities in the State of New Jersey consist of the following:

1. A Leadership Development series consisting of four week-end workshops covering the subjects of law, urban problems, community organization and leadership techniques, was held in Norma, New Jersey for community activists in the State of New Jersey and other states in the Northwast region of our country.

   A series was conducted during the monthsof February through May, 1966.

2. At the request of the training department of the state Office of Economic Opportunity, Trenton, New Jersey, our staff members, Dr. William Gellerman,Professor of Organizational Behavior, and Mrs. Carol Moore, Investigator for the East Orange Civil Rights Commission and Counsellor to the East Orange Neighborhood Youth Corps, conducted a 24 hour marathon Sensitivity Training Session for the staff of the United Community Corp. in Newark, N. J.

3. Please see Training Trainers series.

At present we are conducting a Training Trainers series with the primary objective of training 60 citizen leaders to conduct training programs for indigenous community organizers in the State of New Jersey and other states in the Northeast region of our country.

This should summarize what we have done in New Jersey. If there are any questions and the answers cannot be obtained from the schedule of workshops, let's talk it over.

√RM:at

S E D F R E INTER-OFFICE MEMO

To: Marvin Rich April 19, 1967

From: Ronnie Moore

I asked John Zippert to get in direct contact with Stephen Elias of Arcs Industries regarding marketing of sweet potatoes, okra, etc.

I am writing John concerning the Southwest Alabama Cooperative, which was requested by Andy Norman.

RMM:at

Scholarship, Education
and Defense Fund For Racial Equality, Inc
150 Nassau Street, Room 1030
New York, N. Y. 10038

May 11, 1967

MEMORANDUM

To: Ronnie Moore

From: Marvin Rich

Subject: Extension of Invitation to Workshop - Ford Foundation, New York Foundation, Field Foundation Norman Fund

Before you leave on your trip it is extremely important that we invite Chris Edley of the Ford Foundation, Tom Wahman of the New York Foundation, John Lewis of the Field Foundation, and Deborah Cole of the Norman Fund to one of your coming workshops. Picking the right one is vital.

MR/lp

S E D F R E I N T E R - O F F I C E M E M O

To: Marvin Rich

May 12, 1967
(dict. 5/11)

From: Ronnie Moore

I appreciate your memorandum of May 11, on the eve of my departure. I find that the request is very important but I am unable, at the present moment, to be of service to you.

Hank and I will get together tonight and work out a schedule of workshops for the following areas:

Syracuse-Albany
Baltimore
Greater New York
Boston

These will be one-day seminars and will cost us approximately $100 each. There will be six seminars for each of the above areas. I will get a draft of the schedule to you within a day or so and we can discuss it by telephone, if you find it necessary to invite, Chris Edley, Tom Wahman, John Lewis, and Deborah Cole, before I return.

COPY

RMM:at

S E D F R E I N T E R - O F F I C E M E M O

To: Hank Smith June 1, 1967

From: Alice Teper

Subj: New Source of Sationery Supplies

As per our phone conversation today, through an indirect route I got the name of:

Alpha Office Supply Co., Inc.
226 East 54th St., NYC
#MU 2-6666

I told them about how much supplies we use and could they take care of us. Maybe they can - we can compare with Goldsmith's prices. The guy to talk to is Joe Cohen and I told him I would have you call him. I ordered 1000 of the folders, half black, half blue and they are charging us $84. as compared with the $91 you said was Goldsmith's price. We should receive them no later than Monday, they are checking our credit (?). So, I suggest you wait until we get the folders before calling.

June 1, 1967

Alpha Office Supply Co., Inc.
226 East 54th Street
New Yofk, N.Y.

Attention: Mr. Joe Cohen

Dear Mr. Cohen:

I wish to thank you for your cooperation and for the inforamtion you passed on to my secretary, Miss. Alice Teper.

Our office would greatly appreciate any and all catalogs you may have. We sincerely hope we will be able to do business with you in the future.

Sincerely yours,

H.G. Smith, Jr.

HGS:lb

THE NATIONAL ADVISORY COUNCIL ON ECONOMIC OPPORTUNITY
1016 SIXTEENTH STREET N.W.
WASHINGTON, D.C. 20036

June 5, 1967

Dear Mr. Rich:

The Congress of the United States in Public Law 89-794 of last November, amended the Economic Opportunity Act to establish this National Advisory Council on Economic Opportunity with the following statutory mission:

> "To review the effectiveness and the operation of programs under this Act and make recommendations concerning (A) the improvement of such programs, (B) the elimination of duplication of effort, and (C) the coordination of such programs with other Federal programs designed to assist low income individuals and families" including "such proposals for changes in this Act as the Advisory Council deems appropriate."
>
> "The Advisory Council shall make an annual report of its findings and recommendations to the President..."

The President appointed the Members of the Council last March 4.

Few people can have had more experience with the problems this Council is to explore than the elected State, County and Municipal officials of our nation and the Heads of major national organizations. The National Advisory Council has therefore suggested that I invite your views on any matters included in our charter.

If you have made recent speeches or statements which would be pertinet, we would like to see them. If your staffs have made evaluative studies which you could share with us, we would appreciate looking them over. If you

have more questions than answers, we would gain much from knowing the problems to which you think we should give highest priority. Above all the Council and I would value your personal and candid suggestions and proposals to guide us in following most effectively what the President has called "a strategy against poverty so that each man has a chance to be himself."

Thank you for any information you can send us.

Respectfully yours,

Morris I. Leibman
Chairman

The Honorable Marvin Rich
Executive Director
Legal Defense, Scholarship
Education and Defense Fund for Racial
Equality
150 Nassau Street
New York, New York

SEDFRE INTEROFFICE MEMO

TO: Carl Rachlin
Shirley Lacy
Ronnie Moore
Steve Nagler

FROM: Marvin Rich

1. We have been asked to testify before the New York State Constitutional Convention. Do you have any matters which you believe merit a statement on our part? Could you prepare a brief summary.

2. The enclosed letter from the National Advisory Council on Economic Opportunity is self-explanatory. Would you also give a brief summary of any positions you think we should take.

If we can have these summaries by Wednesday, June 14, we could then schedule a staff meeting to discuss these ideas in more detail.

Thank you.

SEDFRE INTER-OFFICE MEMO

To: Marvin Rich June 8, 1967

From: Ronnie Moore

Subject: Assignment for Social Work Interns

As I see it, the work for interns may fall in three areas:

1. Material development
2. Evaluation of leadership development efforts
3. Workshop planning and research

I am working on the details for the above.

RMM:at

SCHOLARSHIP EDUCATION AND DEFENSE
FUND FOR RACIAL EQUALITY, INC.
150 Nassau Street - Room 1030
New York, N.Y. 10038
964-8210

June 19, 1967

M E M O R A N D U M

TO: Board of Directors
FROM: Marvin Rich

Enclosed are the schedules of three new Leadership Training Series:

1. North Atlantic Training Trainers
2. Georgia Basic Programs
3. Maryland Basic Programs

In addition our Citizenship Education Workshops are continuing. The School Board Seminar is scheduled for August 17-20, 1967. We hope that you will be able to attend at least one of these workshops.

6/3/67

B A C K G R O U N D
NORTH ATLANTIC TRAINING TRAINERS SERIES

In February and April, 1967, we conducted weekend workshops for experienced citizen leaders who desired more knowledge on how to train emerging community activists. The participants were taught training techniques and effective ways of setting up one-day training seminars. The citizen-trainers, utilizing the staff and training resources of SEDFRE, are sponsoring the seminars on the chart below.

The series has two main objectives. First, to develop a cadre of thirty to forty citizen-trainers who will work with local organizations in developing their leadership and membership in terms of self-awareness, political awareness, and community work skills. Secondly, to broaden SEDFRE's training efforts in the North Atlantic region of our country.

DATE	PLACE	TITLE	DESCRIPTION
5/20/67	Baltimore, Md.	Citizenship Education	Study of structure, functions, and personalities of American political parties. Other issues include constitutional conventions, campaigning, etc.
7/22	Albany, N. Y.		
7/29	Boston, Mass.		
5/27	Boston, Mass.	Community Organization	Study of community action and group dynamics. Emphasis on citizen involvement and management of conflict.
7/15	Bronx, N. Y.		
6/3	Syracuse, N. Y.	Welfare Rights	Study of welfare laws and regulations. Emphasis on the rights of the clients and techniques of setting up welfare groups.
6/10	Hempstead, N. Y.		
7/22	Mt. Vernon, N. Y.		
6/17	Southampton, N. Y.	Community Problems	Study provides instruction on police-community relations, housing, employment, education, health and welfare. State and Federal laws are studied for their proper application to local problems. Important community action cases are studied for their value in devising general principles for solving problems and achieving goals.

Scholarship, Education and Defense Fund for Racial Equality, Inc.
150 Nassau Street, New York, New York 10038

DATE	PLACE	TITLE	DESCRIPTION
6/10/67	Springfield, Mass.	Sensitivity Training	Focuses attention on individual small group and large organizations' problems in community decision-making and action. Aim is to promote more effective analysis and action in organizations. The basic subject matter is the immediate behavior of the participants.
6/24	Bronx, N. Y.		
8/19	Syracuse, N. Y.		
8/5	Rochester, N. Y.	Public Housing	Study of housing problems including getting government to accept responsibility for housing low income groups; increases in public housing, local ownership and control of slums, subsidies for rehabilitation at rents people can afford, etc.
8/12	Providence, R. I.	Leadership Techniques	Objective is to increase the work skills of the participants. Topics include how to set up and run an organization, how to define goals, how to minimize conflict and maximize agreement, how to recognize and influence those in positions of power.
8/26	Amityville, N.Y.	Poverty Programs	Study of federal and federally aided public programs designed to help the poor.
9/8-10	Beacon, N. Y.	Training Trainers Seminar	The cadre of citizen-trainers and selected citizen leaders will attend a weekend workshop designed to cover the following topics: community analysis, urban problems, techniques of developing leaders and members of local organizations.

6/5/67

MOBILE WORKSHOP SERIES

GEORGIA

DATE	PLACE	TITLE	
July 28-30, '67	Atlanta	Sensitivity Training	A*
Aug. 25-27	"	Citizenship Education	B*
Sept. 22-24	"	Community Problems	C*
Oct. 27-29	"	Leadership Techniques	D*

MARYLAND - VIRGINIA - WASHINGTON, D. C.

Oct. 20-22	Alexandria, Va.	Sensitivity Training	A*
Nov. 17-19	"	Citizenship Education	B*
Dec. 15-17	"	Community Problems	C*
Jan. 19-21, '68	"	Leadership Techniques	D*

*Description

A. Sensitivity Training - Focuses attention on individual, small group and large organizations' problems in community decision-making and action. Aim is to promote more effective analysis and action in organizations. Basic subject matter is the immediate behavior of the participants.

B. Citizenship Education - Practical introduction to public affairs including discussion of the functions and ways of influencing city, county and state governments; policies, platforms and personalities of American political parties. It provides training in methods of effective organization and campaigning.

C. Community Problems - Provides instruction on police-community relations, housing, employment, education, health and welfare. Relevant local state and federal laws are studied with emphasis on how local groups can qualify for and utilize public programs. Important community action cases are studied in order to devise general principles for solving problems and achieving goals.

D. Leadership Techniques - Objective is to increase the work skills of the participants. Topics include: 1) how to set up and run an organization; 2) how to define goals; 3) how to minimize conflict and maximize agreement; 4) how to recognize and influence those in positions of power.

Scholarship, Education and Defense Fund for Racial Equality, Inc.
150 Nassau Street, New York, New York 10038

M E M O R A N D U M

June 20, 1967

TO: Ronnie

FROM: Marvin M R

I would like a list of all CEP Workshops completed by July 1st.

JUN 21 1967

MEMORANDUM

June 20, 1967

TO: Ronnie

FROM: Marvin

Carl Rachlin cannot make the staff meeting at the beginning of the School Board Seminar. Can we arrange it for the end?

JUN 21 1967

MEMORANDUM

June 20, 1967

TO: Ronnie

FROM: Marvin M P

Just a note to remind you that I shall want a prospectus on the Citizenship Education Workships by July 15th. This is important for the Field Foundation and possibly others.

JUN 21 1967

JUne 26, 1967

TO Marvin

FROM: Jackie

SUBJECT: Telephone Message from Ronnie Moore

Ronnie called about 12:25 with the following message:

He talked to Vernon Jordon of the Southern Regional Voter Educational Project about three things.

1. SEDFRE's participation in VEP's Arkansas workshop--7/8/67

2. Nils Douglas' group and several other community groups in Louisiana got money from VEP for voter registration. He (Ronnie) raised question what role does VEP want SEDFRE to play in voter registration campaign.

3. $3,000-$4,000 for the School Board Seminar.

Jordan will call you this p.m.

SEDFRE INTER-OFFICE MEMO

To: Marvin Rich July 3, 1967

From: Ronnie Moore

Re: Mr. Jerome J. Steiker

Please write this guy (card attached) and send him some information on SEDFRE and ask him for money.

RMM:at
Attachment

S E D F R E I N T E R - O F F I C E M E M O

To: Marvin Rich July 3, 1967

From: Ronnie Moore

Without any trouble the staff meeting can be arranged for Sunday, August 20, at the conclusion of the School Board Seminar.

The Citizenship Education Prospectus should be on your desk by July 7.

I have asked Spiver to submit a list of the workshops for April, May and June. We have on file an agenda for each Citizenship Education workshop we have sponsored. However, we did not prepare agendas for some workshops and for these we have a list which will be submitted periodically by Spiver and Nooker.

RMM:at

S E D F R E I N T E R - O F F I C E M E M O

To: Marvin Rich

July 5, 1967

From: Ronnie Moore

In answer to your memo re B. Rustin's NYTimes article:

Groups	Type of Workshop
Independent Action Movement, Calif.	Citizenship Education, Sensitivity Training,
CORE, Target City, Baltimore	Sensitivity Training
M.E.N.D., NYC	Sensitivity Training
Child Development Group of Miss.	Welfare Rights, S.T., C.E.
Community Action Project, Newark, NJ	
Mississippi Freedom Democratic Party	
Voter Education Project, Southern Regional Council, Georgia	
Mobilization for Youth, NYC	
Puerto Rican Community Develop. Corp., NYC	S.T., Welfare Rights
Operation Bootstrap	S. T., C. E.
South Bronx Community Progress Center	
Stryckers Bay Neighborhood Council, Inc., NYC	S. T., C. E.
Institute for Community Action, Bronxville, NY	
The Brothers, Albany, NY	S. T., C. E., Welfare Rights,etc
Rockville Centre Tenants Assoc.	
District 65, RWDSW, NYC	
United Community Corp.	
Crusade for Citizen of Pioneer, Syracuse	
Institute for Community Action	
United Neighborhood Houses, NYC	
C.O.R.E., New York State	

MEMORANDUM

July 5, 1967

TO: Ronnie Moore

FROM: Marvin MR

Bayard Rustin is preparing an article for the New York Times magazine section. He would like to include some mention of the range of groups with which SEDFRE works. Could you list the number of the groups and the kinds of workshops which they have been represented at? I would like to have this on my desk tomorrow morning.

Calif T. Seale - Bobbing Operation

Isaac P. CORE

S E D F R E — INTER-OFFICE MEMO

To: Marvin Rich — July 6, 1967

From: Ronnie Moore

It seems to me that SEDFRE can provide Sensitivity Training services to business corporation, labor unions, poverty corporation, governmental agencies and community corporations. Maybe the program should be titled, Human Relations Seminars.

The workshop should be designed to deal with the following problems:

1. Community relations
2. Intra-group and inter-group problems
3. Increased self-awareness
4. Race relations
5. Labor management disputes
6. Ghetto vs. Government situations
7. Rioting

There is no doubt that SEDFRE has the staff with the experience and skills to do the job. We have demonstrated our competence with Stryckers Bay Neighborhood Community Council, Newark United Community Corp., South Bronx Community Progress Center, MEND of NYC and CDGM to name just a few.

Through William Gellermann our training efforts can be extended to include working with governmental agencies and private industry. I'd like to bring to your attention that Bill Gellermann will be free and willing to work for us as of June, 1968.

RMM:at

1967 CONSTITUTIONAL CONVENTION
STATE OF NEW YORK
ALBANY

DOLLIE L. ROBINSON
15TH SENATE DISTRICT

July 7, 1967

Mr. Henry Smith
Scholarship and Defense Fund
150 Nassau Street
Room 1030
New York, N. Y.

Dear Henry Smith:

Enclosed are copies of the propositions I submitted to the Convention in which you may be interested.

Very truly yours,

Dollie L. Robinson

Dollie L. Robinson
Delegate

DLR/tic
Enclosures

STATE OF NEW YORK

No. 960

IN CONVENTION

June 12, 1967

Introduced by Mrs. ROBINSON—read once and ordered printed and when printed, referred to the Committee on Bill of Rights and Suffrage

A PROPOSITION

To insert in the proposed new constitution a section, in relation to prohibiting the grant, loan or distribution of public funds, tax exemptions or other benefits to any person, firm, corporation or institution which discriminates because of race, color, sex, marital status or parenthood

The Delegates of the People of the State of New York, in Convention assembled, do propose as follows:

Section 1. The article relating to the bill of rights shall contain a new section, to be appropriately numbered, to read as follows:

§—. *No public funds shall be granted, loaned or distributed and no tax exemption privileges or other benefits shall be accorded by the state or any agency or subdivision thereof to any person, firm, corporation, or institution which discriminates on the basis of race, color, sex, marital status or parenthood.*

EXPLANATION — Matter in *italics* is new; matter in brackets [ ] is old Constitution to be omitted.

STATE OF NEW YORK

No. 962

IN CONVENTION

June 12, 1967

Introduced by Mrs. ROBINSON—read once and ordered printed and when printed, referred to the Committee on Bill of Rights and Suffrage

A PROPOSITION

To amend section five of article one of the constitution, in relation to release preceding trial

The Delegates of the People of the State of New York, in Convention assembled, do propose as follows:

Section 1. Section five of article one of the constitution is hereby amended to read as follows:

§ 5. *All persons are entitled to be released preceding trial unless there is substantial risk that such person will either not appear on the date set for his trial or will commit a crime prior to his trial.* Excessive bail shall not be required nor excessive fines imposed, nor shall cruel and unusual punishments be inflicted, nor shall witnesses be unreasonably detained.

EXPLANATION — Matter in *italics* is new; matter in brackets [ ] is old Constitution to be omitted.

STATE OF NEW YORK

No. 963

IN CONVENTION

June 12, 1967

Introduced by Mrs. ROBINSON—read once and ordered printed and when printed, referred to the Committee on Health, Housing and Social Services

A PROPOSITION

To amend the constitution, in relation to right to public assistance

The Delegates of the People of the State of New York, in Convention assembled, do propose as follows:

Section 1. The article relating to social welfare is hereby amended by inserting therein a new section, to be appropriately numbered, to read as follows:

§ —. The right to public assistance shall not be conditioned on the waiver of any other constitutional or statutory right or any privilege.

EXPLANATION — Matter in *italics* is new; matter in brackets [ ] is old Constitution to be omitted.

STATE OF NEW YORK

No. 1252

IN CONVENTION

June 12, 1967

Introduced by Mrs. ROBINSON—read once and ordered printed and when printed, referred to the Committee on Health, Housing and Social Services

A PROPOSITION

To amend the constitution, in relation to financial assistance to needy persons

The Delegates of the People of the State of New York, in Convention assembled, do propose as follows:

Section 1. The article relating to social welfare in the constitution is hereby amended by inserting therein a new section, to be appropriately numbered, to read as follows:

§ —. Financial assistance to needy persons is hereby declared to be necessary to the promotion of public health and welfare and the protection of the right to life of the citizens and residents of this state. Every needy person lacking sufficient means to support himself, either in whole or in part, shall be granted by the state such financial assistance as is necessary to enable him to maintain a reasonable subsistence compatible with decency and health. No such

EXPLANATION -- Matter in *italics* is new; matter in brackets [ ] is old Constitution to be omitted.

STATE OF NEW YORK

No. 1252

IN CONVENTION

June 12, 1967

Introduced by Mrs. ROBINSON—read once and ordered printed and when printed, referred to the Committee on Health, Housing and Social Services

A PROPOSITION

To amend the constitution, in relation to financial assistance to needy persons

The Delegates of the People of the State of New York, in Convention assembled, do propose as follows:

Section 1. The article relating to social welfare in the constitution is hereby amended by inserting therein a new section, to be appropriately numbered, to read as follows:

§ —. *Financial assistance to needy persons is hereby declared to be necessary to the promotion of public health and welfare and the protection of the right to life of the citizens and residents of this state. Every needy person lacking sufficient means to support himself, either in whole or in part, shall be granted by the state such financial assistance as is necessary to enable him to maintain a reasonable subsistence compatible with decency and health. No such*

EXPLANATION — Matter in *italics* is new; matter in brackets [ ] is old Constitution to be omitted.

grant of financial assistance shall be denied, terminated, or reduced except in accordance with due process of law, including the opportunity for a fair hearing before such action is taken. Receipt of financial assistance by needy persons shall in no way impair, diminish, or condition any other right, privilege, or protection guaranteed by the constitution and laws of this state and of the United States.

The state shall guarantee to every person an income adequate to provide for the actual costs of housing, food, clothing, utilities and other needs required to maintain human decency and health.

SEDFRE JULY 10, 1967

INTER-OFFICE MEMO

TO: MARVIN RICH

FROM: HANK SMITH

SUBJECT: SATURDAY SEMINAR - JULY 15, 1967 - MOUNT VERNON

I am attaching a copy of our agenda for the July 15th, workshop, and would appreciate it is you will check carefully for errors and give suggestions that might be beneficial.

Guido St. Laurent, from N.E.G.R.O. - Attached, pleasedfind copy of interorgazational memo, will be one of our resource persons. He may bring his seeing-eye-dog with him, if he does, there may be additional expenses other than what I am listing below.

Eastern Airlines (Roundtrip excursion rate-tax exempt)	$22.85
Cab fare to and from Boston's Laugen Air Port at $3.00 per trip-	6.00
Breakfast---------- ----------	3.00
TOTAL EXPENSE___	$31.85

Would you please write out a check for the above named person and I will mail it tonight to Mr. St. Laurent.

I have forwarded copies of our agenda to Messrs. Hawkins, of the Wall Street Journal and Farber our PR man.

cc: H. Smith

July 11, 1967

Brandon Films, Inc.
221 West 57th Street
New York, New York 10019

Gentlemen:

The Great Rights

This is to confirm our order of today for subject film, which we must have in our office by Friday, the 14th.

It is our understanding that you are shipping it to us at once on a C.O.D. basis.

Very truly yours,

Alice Teper
Secretary to Mr. R. M. Moore, Director
Leadership Development

Ltr cc: H. Smith

July 17, 1967

Olin-Rent-A-Car
Mid Island Center
Hicksville, New York

ATTENTION: Ted Abisiror

Dear Sir:

Pursuant to your telephone conversation with Mrs. Jacqueline Turner of July 17th, you are hereby authorized to lease cars to the Scholarship, Education and Defense Fund for Racial Equality Inc (SEDFRE) through our representative HENRY G. SMITH, JR., and that SEDFRE will be responsible for said costs of rentals thereby accured.

Upon presentation of bills, said bills will be paid by SEDFRE through Manufacturers Hanover Trust Company, located at 530 Seventh Avenue, New York City.

Sincerely,

Marvin Rich
Executive Director

S.E.D.F.R.E.

JULY 31, 1967

INTER-OFFICE MEMORANDUM

TO: NANNETTE SACHS

FROM HANK SMITH

I am passing this letter on with thr highest of reference. This letter was hand carried from Boston from Chico who is Regional Director for the New England Area of S.N.C.C. He has been immensely cooperative in our training program.

S.E.D.F.R.E. JULY 31, 1967

INTER-OFFICE MEMO

TO: MARVIN RICH

FROM: HANK SMITH

SUBJECT: PERFORMANCE

While it is understood that every man is expected to do his job, it is gratifying to find people willing to do "more than a job". Staff members I feel have a right to complain, but there is also that obligation to pin roses for a job well done. Shirley Lacey and Jim McCain did an excellent job in Boston, so much so that all I heard was thank you for the workshop and resource persons. Personally I am very proud of both of them and realize that there are no personnel letters to stick this letter in, but I felt the need to dictate this letter anyway.

cc: S. Lacey
J. McCain

AUG 4 1967

GROUP W

WBZ·WBZ-TV BOSTON
WINS NEW YORK
WJZ-TV BALTIMORE
KDKA·KDKA-TV PITTSBURGH
KYW·KYW-TV CLEVELAND
WOWO FORT WAYNE
WIND CHICAGO
KPIX SAN FRANCISCO

1625 K STREET NW WASHINGTON 6 DC STerling 3-0907

WESTINGHOUSE BROADCASTING COMPANY INC

2nd August, 1967

Dear Mr. Smith,

Thank you very much for your letter and your kind comments. It is always good to know that one's work is being appreciated.

I am enclosing a copy of the commentary you requested on the Newark Riot.

Once again, thank you for writing,

Best wishes,

Rod MacLeish.

Mr. Henry G. Smith, Jr.,
Scholarship Education & Defense Fund
for Racial Equality,
150 Nassau Street,
New York, N.Y. 10038

THE FOLLOWING PAGES ARE THE BEST

AVAILABLE.

E 4

AUG 4 1967

COMMENT: (RADIO) For Monday, ~~June~~ July 17,1967 exWashington

What has happened in Newark, New Jersey is not a race riot. It is a misery riot - the scorched logical end of attitudes of negligence, shifting political patterns and extraordinary public attitudes. The easiest thing is, however, to call it a race riot. The implication of that tag is that rioting is a negroe phenomenon and it would stop if the negroes went away somewhere.

However, the Newark riots have happened and now everyone is thoroughly alarmed and everybody is saying that something must be done. This,too, is a giddy sort of logic, coming as it does in the summer of a Congress that has done only a niggling fracture of what is needed. All the prattle about outside agitators and communists doing their darksome deeds in the ghettos of Newark would be funny if so many people hadn't been killed.To protest now over the riots is to grieve over dead cows after you have let the well go bad.

The naked, grey fact is that you cannot stuff people of any color into the morbid political and physical situation that Newark's negroes have endured and expect everyone to live happily ever after. As miserable as they are in the slums

the colored poor of Newark had the threat of dispossession hanging over some of their number whose ~~housing~~ space was needed for a new medical school. Negroes are an immense percentage of Newark's population, yet their opportunities in the city's civil service were limited. On top of all that, Newark itself is not one of the great American watering places.

We all know and have known for a long time that the problems of the so-called center city are too expensive for local solutions and that federal help is needed. This year the House of Representitives put that shadowy nymphet "fiscal responsibility" ahead of the sweating needs of urban reform and cut the model citiesfund from six hundred and sixty two million dollars to two hundred and thirty seven million, cut fifteen million dollars out of a forty two million dollar and neighborhood grants request, chopped research funds from twenty to five million. Senator Ribicoff of Connecticut reminded us that we have sixteen million poor people in this country, twenty six million tottering on the brink of poverty and he asked,"How slow do you go?"

Newark's problems won't be solved by money alone any more than any other city's problems can be spent away. But money is the beginning and we haven't begun and Newark blew up and one suspects we should collectivly have our heads examined.

Rod Madleish, Washington.

S.E.D.F.R.E AUGUST 8, 1967

INTER-OFFICE MEMO

TO: Marvin Rich

FROM: Hank Smith

RE: August 26th Workshop

On August 26th we are running the most important workshop in the series. It will be a Citizenship Education Workshop held at Grace Baptist Church, 52 South 6th Avenue, Mount Vernon, N.Y. As you know Rev. Samuel Austin is running for Mayor and he stands an excellent chance of coming out a winner.

S.E.D.F. will do the entire North Atlantic Region a great service if we provide the best Citizenship Education workshop possible.

I have spoken to Jim McCain, and he is willing to come up again and be a resource person with Shirley Lacy, he has requested $100.00 for expenses and travel.

May I request your attendance at this workshop as well. I am sure you will find this workshop, insightful.

Thanking you for your cooperation in advance.

[8/20/67]

S.E.D.F.R.E 8/20/67

INTER-OFFICE MEMORANDUM

TO: Marvin Rich
Shirley Lacy
Carl Rachlin

FROM: Hank Smith

I am attaching the Julius Hobson, "Freedom From Debt--- Through Bankruptch" proposal, before passing it on to community groups. I would like your feelings on bankruptcy as presented here, and if SEDF should take some information, a booklet or pamphlets, to dispense for the benefit of community groups.

August 22, 1967

Mr. Frank Lugovina
227 Brown Place Apt. 4
Bronx, New York 10454

Dear Frank:

Enclosed please find a copy of the agenda for August 26th in Mount Vernon. Our Citizenship Education workshop will be held at Grace Baptist Church, 52 South 6th Avenue, Mount Vernon, New York.

The other dates I would like for you to keep in mind will be September 22, 23, 24, 1967 when we will be running a Police-Community lab (sensitivity training).

I sincerely hope you will be available for both the 26th of this month, and for September 22, 23, 24,

With a compulsive need to serve,

Henry G. Smith, Jr.

HGS/lb

S E D F R E — INTER-OFFICE MEMORANDUM

To: Hank Smith — August 22, 1967

From: Alice Teper

Miss Judy Balos, 187 Sunrise Lane, Livittown, N.Y. 11756, called today to say she is interested in attending our workshops. She has only heard about the Sensitivity Training but apparently is interested in our general program.
I am attaching a telephone message which indicates she had called last week. I told her we would write to her.

S E D F R E I N T E R - O F F I C E M E M O R A N D U M

TO: Jackie August 25, 1967

FROM: Alice

Attached is expense account for Marvin and I spoke to him about it. I am attaching a deposit slip and please have Marvin give you a check, for the entire amount, if possible and I would appreciate your depositing it for me right away. Our account is short about $2,600.

Ronnie should call in and tell you where he can be reached. If an emergency arises, try:

Child Development Group of Mississippi
Vincent Bldg., 230 West Capitol St.
Jackson, Mississippi 39201
Tel. (601) 948-7390

Ask for Dr. Marvin Hoffman's office, and if Ronnie isn't there they may be able to tell you where he is.

Ronnie said not to bother opening the mail, but to put in in his to "in basket."

From Mon. through Fri. (8/28 - 9/1) I will be at Chester's Hotel, Woodbourne, N.Y. NYC #244-2353. I think it is a direct line to the hotel, just in case you may have to call me (I hope not).

SEDFRE **INTER-OFFICE MEMORANDUM**

To: MarvingRich August 25, 1967

From: Alice Teper

Re: Schedule of Completed Workshops

Attached is a schedule of the NATT series, all of which have been completed except for the last, which will take place next week-end. Also, a schedule of the Georgia and Maryland-Virginia-Washington, D. C. series, of which only one has been completed. Then I have attached an agenda of the School Board Seminar which would come under the classification of specialized seminars.

I know that this is not the way you want it (and I hear you cussing me out) but since I have practically not done any filing since I am in this department, it would take me a year and a day to find out about the number of participants per workshop, etc. I hope this will be of some help to you for the New York Foundation, and others.

August 29, 1967

Mrs. Victoria Gray
421 East 6th Street
Hattiesburg, Mississippi 39401

Dear Mrs. Gray:

Please find the promised xeroxed copy of Julius Hobson's "Freedom From Debt---Through Bankruptcy"; I sincerely hope that you will find it as impressive as I have, also that it will be of use in your community. I am also enclosing some materials that have been developed by S.E.D.F. Political Strength-How To Get It, Your Welfare Rights and an Audio Visual bulletin, and brochure on our activities.

If we can be of service to you or your community, please feel free to call on us.

With a compulsive need to serve,

Henry G. Smith, Jr.
Field Representative

HGS/lb

S.E.D.F.R.E September 5, 1967

INTER-OFFICE MEMORANDUM

TO: Marivn Rich
Ronnie Moore

FROM: Hank Smith

RE: Report On Advisory Committee to the Presiding Bishop On Cities
(The Episcopal Church)

Enclosed please find copies of Presiding Bishop, John E. Hines correspondence and a list of participants. The statement of purpose and the minutes pf the meeting are self explanatory and in themselves basically tells what happened.

My approach for S.E.D.F. was a soft sell. I did not emphatically condemn or condone the Episcopal Church's action in the past, with hopes that there was a breakthrough to the Bishop.

Some of the highlights were Julius Hobson's request for funds (the report was sent to you earlier.) Personally I felt somewhat out of place and unprepared, perhaps due to the shortness of time and due to the fact that the invitational letter was returned, because S.E.D.F was not on the envelope.

Please return the correspondence for my files.

I hope that S.E.D.F will pick up the day lost from my job, the amount should be $30.00, because my weekly salary is $150.00

THE RT. REV. JOHN E. HINES
PRESIDING BISHOP, EPISCOPAL CHURCH

815 SECOND AVENUE
NEW YORK, N.Y. 10017

September 1, 1967

Mr. Henry Smith
150 Nassau Street
New York, New York 10038

Dear Mr. Smith:

This is just a brief note to express my sincere appreciation to you for attending the meeting on Tuesday, August 29th, 1967, here at the Episcopal Church Center. Your contributions were most helpful and have given me new insight and direction for the challenging program that is now being projected for the Episcopal Church and its mission to the crisis in our cities.

I am enclosing herewith a copy of the report from our meeting.

With every good wish, I am

Faithfully yours,

John E. Hines

John E. Hines
PRESIDING BISHOP

Enclosure

REPORT OF THE ADVISORY COMMITTEE TO THE PRESIDING BISHOP ON CITIES

Black People are in revolt against an oppressive white society. We will no longer submit to rules designed to exploit us and propose to free ourselves by developing Black economic and political power.

Programs allegedly designed to help us have failed. One revealing statistic indicates that, despite emphasis on young people between 16 and 20, the unemployment rate of Black youth has increased (the only result has been minimal improvement for non-Black youth).

	June 1965	June 1966	June 1967
Black	25%	26%	27%
Non-Black	17.5%		13.6%

You have asked us how the Church can best place its resources, financial and human, at the service of the people in the cities and by what criteria it can enter into partnership with indigenous organizations. Historically, the Church has not been a viable force in movements for basic social change. Quite the contrary, its history has been a reactionary one. If you wish to begin to concern yourselves with present reality we recommend the following minimum action:

1. Reform yourselves. Until the Church is purged of the crime of racism by respecting Blacks within its membership and by exercising its economic and political power to declare non-compliance with oppression we cannot take you seriously.

2. Proclaim support of Black Power by:

   a. Committing, without strings, substantial money to Black People for developing viable power bases.

   b. Capitalize economic development in the ghettoes (e.g., cooperatives, credit unions, housing corporations).

   c. Provide persons with special skills to serve indigenous organizations (e.g., legal, training, research).

The only criteria for groups availing themselves of these resources should be:

1. A demonstrable base of Black People.

2. Intent, through a program controlled by Blacks, to develop economic and political power.

August 30, 1967
mm

THE RT. REV. JOHN E. HINES
PRESIDING BISHOP, EPISCOPAL CHURCH

815 SECOND AVENUE
NEW YORK, N.Y. 10017

August 23, 1967

Mr. Henry Smith
150 Nassau Street
New York, N. Y. 10038

Dear Mr. Smith:

I appreciate your willingenss to serve as a member of the special committee to meet with me on Tuesday, August 29, 1967. The attached Statement of Purpose will indicate the important subject for our meeting.

The meeting will be held at the Episcopal Church Center, 815 Second Avenue, New York City, in the fifth floor Conference Room from 10:30 A.M. to 5:30 P.M.

You will find enclosed an expense sheet and a return postcard to indicate whether you wish to have overnight reservations made for either Monday or Tuesday evening.

I am looking forward to our important meeting on Tuesday, August 29th.

Faithfully yours

John E. Hines

John E. Hines
PRESIDING BISHOP

Enclosures

ADVISORY COMMITTEE TO THE PRESIDING BISHOP ON CITIES

Tuesday, August 29, 1967

Mr. William Booth, Commissioner
New York City Commission On Human Rights
80 Lafayette Street
New York, New York 10006

Mr. Carlos Russell
486 Brooklyn Avenue Apt.C7
Brooklyn, New York 11225

Mr. Henry Smith
150 Nassau Street
New York, New York 10038

Mr. Julius Hobson
300 M Street S.W., Apt. N510
Washington, D.C. 20024

Mr. Oliver O'Conner
2817 Post Office
Galveston, Texas 77550

Mr. William Darden
1527 West Roosevelt Road
Chicago, Illinois 60608

Mr. Roy Kennix
47 Baldwin Avenue
Jersey City, New Jersey 07302

Mrs. Mattie Humphrey
149 East Coulter Street
Philadelphia, Pennsylvania 19144

Mrs. Anna Mae Williams
Grace Episcopal Church
819 Madison Street
Syracuse, New York 13202

Mr. Byron Rushing
Massachusetts Council of Churches
14 Beacon Street
Boston, Massachusetts 02108

Mr. Herbert Ottley
88 Kosciusko Street
Brooklyn, New York 11205

Mrs. Victoria Gray
421 East 6th Street
Hattiesburg, Mississippi 39401

M E M O R A N D U M

September 5, 1967

TO: Hank Smith

FROM: Jacqueline Turner

SUBJECT: Air Travel to Lafayette, Louisiana 9/13/67 and Returning 9/17/67

Depart 9/13/67 - JFK Eastern Flight 69 Y at 9 am
Arrive New Orleans 10:44 - Connect to Trans Texas Flight 605A
Leave New Orleans 11:55 am - Arrive Lafayette, Louisiana 12:31 p.m.

Limousine service from airport to Lafayette 2.5 miles $1.00
(Ronnie will make arrangements to have you met)

(Lafayette, Louisiana)
Depart 9/17/67/Trans Texas Airlines Flight 463A 8:29 pm
Arrive New Orleans, Louisiana 9:06 pm - Connect to Eastern Flight 422 Y
Depart New Orleans, Louisnana 11:40 pm
Arrive JFK 3:07 am

SEDFRE September 7, 1967

INTER OFFICE MEMORANDUM

TO: Marvin Rich

FROM: Hank Smith

RE: Semi-Annual Report

I am submitting this report to you because you asked for certain statistics that are found in same. Ronnie had asked that I hold up submitting it until he had a chance to review same, however, because you are preparing for the board meeting next week I think you understand my passing your copy on early.

I would like very much to get some feeling from you, feelings and thoughts on the report.

See you when I get back from Louisiana.

SEDERE September 7, 1967

INTER OFFICE MEMORANDUM

TO: Carl Rachlin

FROM: Hank Smith

RE: Dr. Smith

I would like to thank you for the conference we had today, and I feel we are into something big. Dr. Smith called at 9:15, he will be in New York On Wednesday the 13th and would like to meet you very much anytime after 6:00 pm He is leaving for Haiti and Europe Thursday the 14th.

If it is possible please meet with Wednesday or anytime before his departure.

As you know I will be in Louisiana next week and should be back in about a week or so.

S.E.D.F.R.E. September 7, 1967

INTER OFFICE MEMORANDUM

TO: Ronnie Moore

FROM: Hank Smith

I am submitting my Semi-annual report, from April through September 1967. Please read same carefully and give me your feelings and thoughts on the report. I am apologizing to you because I have gone contrary to your request on holding up the report until after your review, before passing it on to Marvin. This was done only because Marvin had made a request for information that was already compiled in the report and it was much easier to pass on the report than portions thereof.

See you after I get back from Louisiana.

Good luck at the board meeting and with the group coming in to see you.

S.E.D.F.R.E September 12, 1967

INTER-OFFICE MEMORANDUM

TO: Shirley Lacy

FROM: Hank Smith

I previewed the film with no one to help me, it is excellent and I feel that we must have it.------- How much?

I would like to have the chairman of that group for future seminars. We will be having one sometime in October, On Long Island.

September 12, 1967

Dr. William Gellerman
74 Amity Street
Brooklyn, New York

Dear Bill:

I would like to arrange some kind of meeting with you, Ronnie Moore,,Marjorie Phyfe and Frank Lugovino, when we return from Louisiana, to discuss transportation arrangements to Plainview, L.I. where the Police Lab Seminar will be held, September 22-24/67.

With a Compulsive Need To Serve,

Hank Smith

HS:Lb

September 13, 1967

Miss Marjorie Phyfe
8 Jones Street
New York, N.Y. 10014

Dear Marge:

I would like to arrange some kind of meeting with you, Ronnie Moore, Bill Gellermann and Frank Lugovino, when I return from Louisiana, to discuss transportation arrangements to Plainview, L.I. where the Police Lab Seminar will be held, September 22-24/67.

With a Compulsive Need to Serve

Hank Smith

HS/lb

September 13, 1967

Mr. Frank Lugovino
227 Brown Place Apt.#4
Bronx, New York 10454

Dear Frank:

I would like to arrange some kind of meeting with you, Ronnie Moore, Bill Gellermann and Marjorie Phyfe, when I return from Louisiana next week, to discuss transportation arrangements to Plainview, L.I. where the Police Lab Seminar will be held, September 22-24/67.

With a Compulsive Need to Serve,

Hank Smith

HS/lb

S.E.D.F.R.E September 13, 1967

INTER OFFICE MEMORANDUM

TO: Ronnie Moore

FROM: Hank Smith

I would like to arrange some kind of meeting with you, Bill Gellermann, Marjorie Phyfe, and Frank Lugovino when I return from Louisiana to discuss transportation arrangements to Plainfiew, L.I. , where the Police Lab Seminar will be held, September 22-24/67.

S.E.D.F.R.E. September 19, 1967

INTER OFFICE MEMORANDUM

TO: Marvin Rich
Ronnie Moore

FROM: Hank Smith

RE: Report On Advisory Committee to the Presiding Bishop On Cities (The Episcopal Church)

I just received a copy of the attached report, sent to all members of the Advisory Board to the Presiding Bishop On Cities. (The Episcopal Church). I found it most insightful and I have xeroxed copies (at Grumman's expense) for each of you.

I feel that we should discuss this as soon as possible, so that we may send out a corresponding reply.

Personally I feel that this report is beautiful.

EXECUTIVE COUNCIL OF THE EPISCOPAL CHURCH
815 SECOND AVENUE, NEW YORK, N.Y. 10017 TN 7-8400

SEP 13 1967

12 September 1967

To Members of the Advisory Committee
to the Presiding Bishop on Cities:

Attached is a portion of what the Presiding Bishop will be presenting to the Executive Council meeting this Friday and to the General Convention when it opens on Sunday.

We have been encouraged by Bishop Hines' leadership since you were here, and hope you will be encouraged, too.

Mary H Miller

(Mrs.) Mary H. Miller
Secretary to Arthur Walmsley

DEPARTMENT OF CHRISTIAN SOCIAL RELATIONS

MM:s

SEP 13 1967

THE CRISIS IN AMERICAN SOCIETY

A CALL BY THE PRESIDING BISHOP

The agony, frustration and suffering of human beings which has erupted in terrible rioting in some of our cities forces us to admit the precarious condition of society. We in the Church are part of the problem. The sickness of society is our sickness. Our broken-ness is expressed in fears for our own survival, in protection of our institutional status, in our insularity from the suffering and hostility of human beings. We are called to be healers of mankind but we ourselves must heed the biblical injunction: "Physician, heal thyself."

The Church must take its place, humbly and boldly, alongside the dispossessed and oppressed peoples of this country for the healing of our national life. In an attempt to find how we can do that, I have spent some time on the streets trying to hear. I have begun to understand the demand of Black People that they make decisions affecting their own lives. I have also asked a representative committee of Black People to advise me on shaping a program of intelligible response for the Church. This is their report.

> "Black People are in revolt against an oppressive white society. We will no longer submit to rules designed to exploit us and propose to free ourselves by developing Black economic and political power.
>
> "Programs allegedly designed to help us have failed. One revealing statistic indicates that, despite emphasis on young people between 16 and 20, the unemployment rate of Black youth has increased (the only result has been minimal improvement for non-Black youth).

	June 1965	June 1966	June 1967
Black	25%	26%	27%
Non-Black	17.5%		13.6%

"You have asked us how the Church can best place its resources, financial and human, at the service of the people in the cities and by what criteria it can enter into partnership with indigenous organizations. Historically, the Church has not been a viable force in movements for basic social change. Quite the contrary, its history has been a reactionary one. If you wish to begin to concern yourselves with present reality we recommend the following minimum action:

1. Reform yourselves. Until the Church is purged of the crime of racism by respecting Blacks within its membership and by exercising its economic and political power to declare non-compliance with oppression we cannot take you seriously.

2. Proclaim support of Black Power by:

   a. Committing, without strings, substantial money to Black People for developing viable power bases.

   b. Capitalize economic development in the ghettoes (e.g. cooperatives, credit unions, housing corporations).

   c. Provide persons with special skills to serve indigenous organizations (e.g. legal, training, research).

"The only criteria for groups availing themselves of these resources should be:

1. A demonstrable base of Black People.

2. Intent, through a program controlled by Blacks, to develop economic and political power without resort to violence."

My advisors and those whom they represent, Churchmen in our own land and abroad want to know where we stand and to see our position clearly manifested in deeds.

The strength and integrity of this Church's response will depend not so much on the action of its official

bodies as on the degree to which each one of us lives out our understanding of the crisis.

The agonized cry of every one of our brothers comes to us as the call of our Lord Jesus Christ. It is He who sends us as servants into the midst of all of His suffering people, to listen, to learn His will and to act.

This vocation makes serious demands on the use of our personal resources, on the budget of every congregation, every diocese and the Convention itself. The most costly demand of all is that we surrender pride in our own plans and programs and go to the poor, the alienated and the outcast, making ourselves and our resources available to them in ways that they themselves see as helpful.

All of our priorities, personal and corporate, must be measured against the reality of the present and continually reordered.

I hope that the General Convention will call us to take a strong position so that together we may demonstrate that we do indeed stand with the dispossessed and the alienated, sharing their pain and their agony.

Whatever we do together in Seattle will be of no significance unless each member of the Convention and of the Triennial meeting, each member of every congregation also finds himself in the crisis and shapes his own response.

For my part, I shall continue to visit ghetto people, trying to hear and know them and to side with them in their quest for freedom. I am directing the officers of the Executive Council to be guided by this understanding of our common task.

I recommend to the Executive Council a program which I hope will be considered in utmost seriousness and made your own. In brief it proposes that the Council:

1. Bring Black People into decision-making roles.

2. Use its political and economic power to support justice and self-determination for all men and seek to influence others to do the same.

3. Make available skilled personnel assistance and at least one million dollars a year during the next triennium to enable organizations of Black People, in programs under their control, to gain economic and political power.

4. Administer these efforts through coalitions with other churches and agencies for the purpose of eliciting similar efforts from other groups.

5. Approve a reordering of the priority ratings in the proposed General Church Program as a part of our response to the national crisis.

I am not concerned alone with the problems faced by Black Americans - or by the poor. What is at stake is the very life of our society, the rebuilding of our communities as centers in which persons and families are fulfilled - not crippled. I am convinced that the quality of what we do is the first step in our response to wider issues. God is calling us now through this crisis. I will give it my first attention and commitment. I invite the Church to join me in this resolve.

PROPOSED RESPONSE TO THE PRESIDING BISHOP

BY THE EXECUTIVE COUNCIL

We join the Presiding Bishop in a call to the whole Church to respond to the severe crisis in American society. In The Negro American and Mutual Responsibility and Interdependence, adopted last February, we stated our understanding of the crisis and our response to it. That analysis gives clear support to the Presiding Bishop's call. We are now led to say that we must go farther in acting upon it, both in making decisions about our own policies and program, and in developing recommendations to lay before the whole Church through the General Convention.

The place to begin is by acknowledging that we are part of the problem. The Church has repeatedly called its members to place ourselves and our institutions on the side of justice and in the service of those in need. The eruptions in our cities are a clear signal to us, and to other institutions in our society, that our efforts have been inadequate and off-target. Our central concern for social justice and human freedom impels us to take new and different steps. This does not mean we condone violence -- violence in the streets or brutality in the course of its suppression -- any more than we condone unnecessary war. We hold that law and justice are not the enemies of freedom but rather are essential to it. While maintaining our respect for law, we in this country must seek to understand the reasons for such widespread disrespect for it, not alone in the troubled cities but throughout our national life.

For our part, as the Board of Directors of the Domestic and Foreign Missionary Society, we perform various important functions. We intend to change our administrative procedures in ways which will approach greater communication and more action in response to the human cry for inclusion and justice. We make no grand claims for the changes. Compared to the problems we face, they are small, even though they may seem drastic to us. We expect our experience to lead us to further changes.

Further, in pursuance of our responsibility to recommend a General Church Program to the General Convention, we take the following actions:

Resolved, That the Executive Council recommend a re-ordering of priorities within the Proposed General Church Program, plus some additions, in order to make provision for a "First Priority Program in Response to the Urban Crisis", which shall include

a. Plans to involve Church people, and especially Church leadership personally, with people who are most deprived;

b. Plans to enable the Episcopal Church to participate in the Urban Coalition, and to stimulate or share in similar coalitions at regional and local levels;

c. Plans, and major staff time, for work by Churchmen with fellow Churchmen and others, who are leaders in the private sector of the nation's economy, to support and assist their direct involvement;

d. Considerable financial assistance for existing and developing organizations and leadership in ghettoes or impoverished areas, to be provided through such agencies as the Inter-religious Foundation for Community Organization and through dioceses;

e. A concentrated program of communication and education to assist us all in the Church to learn the meaning of this crisis, and to discover, acknowledge and act on our involvement at every level;

f. An intensified program of recruitment, scholarship and placement services to aim toward more equitable and non-discriminatory appointment practices in the

Church and toward the development of significantly more non-white persons for the priesthood and for lay vocations.

g. Within these programs, continuing systems of experimentation and evaluation to discover, test, and implement new and effective forms of ministry and mission;

and be it further

Resolved, That the Council recommend that the General Convention, in order to carry out the "First Priority Program in Response to the Urban Crisis", appropriate within the General Church Program a sum of approximately $2,000,000.00 per annum, of which approximately $1,000,000.00 will be used for grants to community organizations; and be it further

Resolved, That the Executive Council recommend to the General Convention that the elements in the rest of the Proposed General Church Program be re-ordered with priorities as indicated in the attached Appendix I, it being understood that the schedules provide guidelines for such ordering and are subject to review and adjustment.

September 9, 1967

RESOLUTIONS

REVISION OF COUNCIL PROCEDURES

Whereas, The Presiding Bishop has called the whole Church to respond to the severe crisis in American society; and

Whereas, The Executive Council, recognizing that it is itself a part of the problem, endorses its President's call to the whole Church to re-order its priorities immediately, continuing and accelerating the steps in these directions already taken by the Council, and to further revise its style of operation; and

Whereas, The Executive Council, both by Canon and by virtue of its being the Board of Directors of the Domestic and Foreign Missionary Society, is already clothed with authority to make significant -- although admittedly limited and inadequate -- changes in the way it makes decisions about policy and programs and the administration of the funds committed to its supervision; therefore, be it

Resolved, That the Executive Council request the Department of Finance and the Committee on Trust Funds, to an extent compatible with their legal obligation to make prudent investments, to seek ways in which the Society's portfolio of investments can be used to advance the interests of persons and groups that are deprived of adequate housing and easy access to consumer-goods and consumer-services; and be it further

Resolved, That the Council's criteria for the granting of capital and operating funds be re-examined, with a view to their including specific provisions for the participation of the beneficiaries of grants in the allocation thereof; and be it further

Resolved, That the Executive Council direct all Departments entitled, pursuant to the By-Laws, to Additional Members to nominate for such membership persons from ghetto groups, persons of varying ethnic and social backgrounds, and persons from civic and Church life where we have seldom looked for personnel, to the end that they may actively participate with the Council in the formulation of policy and the execution of programs; and be it further

Resolved, That the Executive Council request the President to develop a procedure whereby, in relation to special orders of business, and from time to time, appropriate persons may be invited to attend meetings of the Council, not as observers only, but with voice in that session, so that the scope of pertinent information and commentary available to the Council may be widened, and that, in the course of reaching its decisions, rather than after the fact; and be it further

Resolved, That the Executive Council, while recognizing that the proportions of the crisis are such that the Church, institutionally, cannot of itself significantly alleviate it, nevertheless direct that its funds and personnel resources be used in ways calculated

a. To release greater resources from other potential sources, such as businesses, individuals, service-organizations, foundations, and other Churches;

b. To enable participation in, and the development of, coalitions (on the national, regional, and local level) of forces and groups that can effectively re-order society (the Urban Coalition is one example on the national level); the aims of such coalitions to be

1. To re-order priorities, whether local, regional, or national, with a commitment of resources commensurate with the magnitude of the problems they severally face;

2. To commit very large amounts of the private sector's money and skills for the struggle;

3. To bring about effective and appropriate action by Federal, State, and local governments;

and that the Council establish the foregoing aims as its criteria for participation in any coalition; and be it further

Resolved, That the Executive Council direct that each Chairman of a Department or General Division work vigorously with the Director thereof to present to the Presiding Bishop, for

Officer-appointment, nominees from various ethnic and racial groups, and that the criterion of "professional qualification" be satisfied, primarily, by a process of on-the-job training; and be it further

Resolved, That the Executive Council seek ways through the allocation of funds and personnel resources by which Churchmen may be confronted by and provided with opportunities for direct involvement, to the end that, among other things, the following results may ensue:

1. Capital investment in ghetto-enterprises at low-interest rates and in such ways that people in the ghettoes retain the profits;

2. Offers of technical services (such as those of lawyers, accountants, real estate agents, bankers, and insurance agents) to organizations of the poor;

3. Development in ghetto-neighborhoods of both producer-co-operatives and consumer-co-operatives;

4. Substantial private investment to encourage low-rent housing, both through rehabilitation and new construction;

5. Formation of credit-unions and other low-cost credit-services;

6. Job-related training programs for up-grading employment;

7. Opening up of new job-opportunities, by such means as (1) locating plants in areas of high unemployment, (2) vigorous campaigns to seek out workers in such areas, in close co-operation with ghetto-community organizations, and (3) revision of job-qualification standards;

and be it understood that the objective of the Council in seeking the foregoing ends is to strengthen all segments of the Black community -- business, professions, religion, as well as the poor -- in the achievement of economic, social, and political power; and be it further understood that the Council does not, in saying what is immediately above, intend to invade the proper accountability of Officers to the Presiding Bishop but, rather, to add its urgings to his directions to the staff of the Council.

15 September, 1967

APPENDIX IV

PROCEDURES FOR GRANTS

The Executive Council is proposing to the General Convention the budgeting of substantial funds to be administered during the Triennium as a program of grants. To these funds will be added whatever appropriation for the purpose is made by the Triennial meeting of the women. Three categories of grants have been proposed:

a. funds for community organization to enable the poor to develop economic and political power bases;

b. funds to assist dioceses in emergency situations and in their efforts to respond to the urban crisis;

c. funds to enable participation in coalitions and to stimulate the formation of coalitions at local, regional, and national levels.

The Executive Council recognize that the administration of these grants requires a processing system and criteria for their use which at once guarantee a responsible accounting to the Church and a procedure flexible enough to insure that resources are placed in the hands of organizations of the poor in such a way that the recipients make the major decisions. The Council therefore proposes to establish the following:

STRUCTURE

Primary decision-making and accountability in the processing of grants will rest with a committee appointed and chaired by the Presiding Bishop, and approved by the Executive Council. The responsibilities of this committee will include:

-- establishment of priorities for the use of this money in the three categories of grants
-- assessment of grant applications in terms of the applicable criteria
-- decision-making in the allocation of this money
-- evaluation of the funded projects measured against project goals
-- accountability, quarterly, to the elected membership of the Executive Council

The committee will consist of the following members: the Presiding Bishop, ex officio, chairman; not less than four ghetto representatives; not less than two Executive Council members; not less than two representatives of the General Division of Women's Work. The Director of the Priority Program will serve as staff of the Committee, with voice (but not vote) in its deliberations.

It is expected that the Committee will work with flexibility and speed in processing requests for help. In the case of emergency situations, requiring immediate response, the Presiding Bishop will have

discretion to make grants as he deems necessary, reporting them to the Committee.

PROCESSING AND CRITERIA

The following sections describe a possible process and criteria for use of the Committee in handling each of the three categories of grants:

A. Community Organizations (see Appendix I, Community Organization, for definition)

It is intended that the Committee delegate its authority for processing community organization grant applications to the Interreligious Foundation for Community Organization, and will allocate the major portion of its funds through IFCO. It is intended that IFCO be the primary vehicle for such grants for the following reasons:

-- The Executive Council has already officially joined IFCO (February 1967) as a vehicle for this purpose
-- IFCO offers a national coalition which is both ecumenical and inter-agency (see details in Appendix I, Community Organization)
-- IFCO will allocate resources of all its member bodies on the basis of a national goal and priority-setting basis
-- IFCO will administer our funds without administrative overhead
-- The Executive Council has two voting members on the IFCO Board of Directors

The Committee will regularly evaluate the effectiveness of IFCO, and will retain the option of developing other alternatives for processing community organization grants if the need should arise. The delegation of authority and funds to IFCO is on the understanding that IFCO will apply the same criteria for community organization grants as those which the Council would use if grants were made directly. These criteria include:

1. Constituency: Can the persons applying for the money demonstrate that they have a grassroots following willing to support them in the project, or the capacity to develop one?

2. Leadership: Do the leaders of a proposed project have a history of effective leadership in any capacity, e.g., community organization, black militant organization, church, civil rights group, social agency?

3. Project: Does the project make sense in terms of organizing for power to deal with the basic issue of jobs, education, housing or the like in a particular neighborhood or region? Is the sum requested adequate to start the project?

4. Need: Can the leadership demonstrate that they need national resources to launch the project? Are local resources unavailable or exhausted? What sources have been explored?

5. Priority: How does the project proposal measure against others from areas of equal need? Where would it rank in a list of priorities?

6. Additional resources: Is the placement of funds in this project likely to produce resources beyond the initial grant?

7. Evaluation and re-funding: Does the initial proposal make provision for evaluation leading to the possibility of subsequent re-funding? What provision is there in the proposal for alternative funding beyond the initial grant period?

8. Accountability: Does the proposal provide for fiscal accountability which insures that funds are spent within the purposes of the grant?

B. Emergency Grants

The Committee will set aside annually a percentage of the funds entrusted to it to allocate to dioceses on an emergency basis. These funds will be administered directly; applications will be assessed on the basis of the following criteria:

-- dioceses or groups seeking staff services or funds will be encouraged to join in broader programs if such exist or otherwise to seek allies in their programs
-- concentration of staff time and funds will be on programs or projects controlled by indigenous organizations
-- the grant will provide immediate funds for meeting emergency needs created by such dynamics as racial tension, rioting, etc.
-- procedures for clearance with the local diocesan bishop will be in keeping with previous Council actions

C. Support for Coalitions

The screening Committee will process grants in this category in similar fashion to the above. In addition to applicable criteria already noted, the following will apply:

-- the grant will provide resources necessary for the creation of local, regional, or national coalitions of church-related and other non-governmental agencies for the purpose of marshalling and allocating technical and financial resources to specific issues and problems, e.g., a local non-profit corporation to build low-cost housing, or to fund independent businesses
-- the proposed coalition will have the capacity to establish and apply a set of goals and priorities for the allocation of pooled resources
-- the coalition offers the opportunity to attract other significant financial participation
-- the coalition is based upon effective participation of the poor chosen by the poor.

September 9, 1967

S E D F R E I N T E R - O F F I C E M E M O R A N D U M

To: Hank Smith September 19, 1967

From: Ronnie Moore

As soon as possible, Alice will get to you a schedule of training activities for the next few months. Recently, we discussed the workshop on urban renewal, which will run for three days. In connection with this workshop, what shall we teach? Who should we invite as participants and how many? What are the objectives of the workshop? Who can we use as resource persons?

Whereas I will take more than fifty percent of the responsibility for organizing the workshop, I need your suggestions and comments in order to begin.

RMM:at
cc: M. Rich

SEDFRE INTER-OFFICE MEMORANDUM

To: Marvin Rich September 19, 1967

From: Ronnie Moore

It seems to me, after talking to Bill Exton and Bob Straus, that we will have to pay retail prices for our video tape. If you have any more ideas in this regard, I would like to hear them. I looked over the list of video items and I think we can knock off $700 by getting a few things cheaper. However, SEDFRE and SCEF must be willing to cough up something like $3,000 for one unit.

Hank Smith spent several days in Louisiana, taking time off from his job, therefore his next paycheck should show an increase of $150.

Hank and I would like to discuss the Boston Project with you. Have you read it?

Alice is now preparing the following:

1. 1965-66 and 1966-67 Schedule of Workshops.

2. Schedule of proposed training activities for September, 1967 through early 1968.

3. A monthly log on training activities will be kept.

RMM:at

S E D F R E I N T E R - O F F I C E M E M O R A N N D U M

To: Shirley Lacy September 19, 1967

From: Ronnie Moore

Although I am going to spend Thursday with you sharing the little that I know on training designs, I would like to request the folowing; what in the hell do we teach members of welfare organizations in a weekend workshop? For sometime we have been talking about training welfare leaders but no one has mentioned what they need in addition to the general knowledge and skills that should be possessed by all other citizen-leaders. Let's talk about it, at least the question is on paper now.

To get back to my opening sentence, I hope that whatever information I can give you will be useful to you in negotiating the contract with U.C.C.

RMM:at
cc: M. Rich

SEDFRE INTER-OFFICE MEMORANDUM

To: Hank Smith September 19, 1967

From: Ronnie Moore

As soon as possible, Alice will get to you a schedule of training activities for the next few months. Recently, we discussed the workshop on urban renewal, which will run for three days. In connection with this workshop, what shall we teach? Who should we invite as participants and how many? What are the objectives of the workshop? Who can we use as resource persons?

Whereas I will take more than fifty percent of the responsibility for organizing the workshop, I need your suggestions and comments in order to begin.

RMM:at
cc: M. Rich

BRONX COMMUNITY COLLEGE
of THE CITY UNIVERSITY OF NEW YORK
120 EAST 184th STREET BRONX, N. Y. 10468 933-7000

EVENING & CONTINUING EDUCATION
OFFICE OF THE DEAN

September 20, 1967

Mr. Marvin Rich
Scholarship, Education and Defense Fund
for Racial Equality
150 Nassau Street
New York, New York 10038

Dear ~~Mr. Rich:~~ Marv,

Thank you for the opportunity to outline the excellent staff opportunities available in the new Public Service Career Training Program. As I indicated during our telephone conversation, the adult course offerings will include high school equivalency preparation, remedial reading, English language instruction for Spanish-speaking people and a basic human relations course.

Teaching positions will be available for individuals who hold a baccalaureate degree. A salary range from $7,000 - $10,200 based on experience and education is contemplated. Assistant teacher positions, at a projected salary of $5,000 - $6,000, will be available for individuals who hold a high school diploma. Several secretarial and clerical positions are open at salaries from $4,000 - $6,000.

Staff positions will be filled for three training centers in Manhattan, the Bronx and Brooklyn. Applicants for a position in the Bronx may telephone me at the above number, extension 843; Manhattan applicants should call 360-2101 and ask for Mr. Kenneth Sieben; Brooklyn applicants should call 643-8150 and ask for Mr. Benedict Harris. Please remind all applicants to prepare a resume.

Once again, thank you for your assistance. Do not hesitate to call should you have any questions.

Sincerely,

Seymour Reisin, Coordinator
Public Service Career Training Program

lm

M E M O R A N D U M

September 22, 1967

TO: Shirley Lacy
Ronnie Moore
Stephen Nagler
Carl Rachlin
Henry Smith

cc: Seymour Reisin

SUBJECT: Attached Letter from Seymour Reisin, Bronx Community College

FROM: Marvin Rich

The attached letter from Seymour Reisin is self-explanatory. Perhaps some of the people you know will be interested in this Public Service Careers Training Program. Seymour Reisin is competent and I think the opportunity a challenging one.

Attachment:

MEMORANDUM

September 22, 1967

TO: James McCain
Henry Smith

FROM: Marvin Rich

SUBJECT: Attached Letter to Percy Sutton

The enclosed letter to Percy Sutton is sdf-explanatory. Pending a negative response to my request that you both be present as observers, I would appreciate it very much if you would make plans to attend this conference if at all possible.

As soon as I have received more detailed information from Percy I will pass it on to you. Please let me know if you find it impossible to attend.

Attachment:

The Honorable Percy Sutton
Borough President
Municipal Building
Room 2050
New York, N.Y.C. 10038

Dear Percy:

It was very good of you to invite me to attend the National Conference of Negro Elected Officials to be held at the University of Chicago from September 29th to October 1st. I will be delighted to be there and would appreciate more detailed information from you as soon as it is conveniently possible.

I wonder if it would be possible for James McCain of our southern staff and Henry Smith of our northern staff to be present as observers?

Cordially,

Marvin Rich
Executive Director

MR;jt
cc: James McCain
Henry Smith

MEMORANDUM

September 22, 1967

TO: Shirley Lacy
Ronnie Moore
Stephen Nagler
Carl Rachlin
Henry Smith

cc: Seymour Reisin

SUBJECT: Attached Letter from Seymour Reisin, Bronx Community College

FROM: Marvin Rich

The attached letter from Seymour Reisin is self-explanatory. Perhaps some of the people you know will be interested in this Public Service Careers Training Program. Seymour Reisin is competent and I think the opportunity a challenging one.

Attachment:

BRONX COMMUNITY COLLEGE
of THE CITY UNIVERSITY OF NEW YORK
120 EAST 184th STREET BRONX, N. Y. 10468 933-7000

EVENING & CONTINUING EDUCATION
OFFICE OF THE DEAN

September 20, 1967

Mr. Marvin Rich
Scholarship, Education and Defense Fund
for Racial Equality
150 Nassau Street
New York, New York 10038

Dear ~~Mr. Rich:~~ Marv,

Thank you for the opportunity to outline the excellent staff opportunities available in the new Public Service Career Training Program. As I indicated during our telephone conversation, the adult course offerings will include high school equivalency preparation, remedial reading, English language instruction for Spanish-speaking people and a basic human relations course.

Teaching positions will be available for individuals who hold a baccalaureate degree. A salary range from $7,000 - $10,200 based on experience and education is contemplated. Assistant teacher positions, at a projected salary of $5,000 - $6,000, will be available for individuals who hold a high school diploma. Several secretarial and clerical positions are open at salaries from $4,000 - $6,000.

Staff positions will be filled for three training centers in Manhattan, the Bronx and Brooklyn. Applicants for a position in the Bronx may telephone me at the above number, extension 843; Manhattan applicants should call 360-2101 and ask for Mr. Kenneth Sieben; Brooklyn applicants should call 643-8150 and ask for Mr. Benedict Harris. Please remind all applicants to prepare a resume.

Once again, thank you for your assistance. Do not hesitate to call should you have any questions.

Sincerely,

Seymour Reisin, Coordinator
Public Service Career Training Program

lm

S.E.D.F.R.E September 27, 1967

INTER OFFICE MEMORANDUM

TO: Marvin Rich

Ronnie Moore

FROM: Hank Smith

Leon Modesté has forwarded Bishop Hines' Opening Assress to the 62nd General Convention. I am passing along a xeroxed copy to each of you and sincerely hope that my request from the first memo has not been forgotten and that was, We respond jointly, or compose a response jointly.

Hank

EXECUTIVE COUNCIL OF THE EPISCOPAL CHURCH
815 SECOND AVENUE, NEW YORK, N.Y. 10017 (212) 867-8400

September 22, 1967

Mr. Henry Smith
SEDFRE
150 Nassau Street
New York, New York 10038

SEP 22 1967

Dear Hank:

I am sending you a copy of the complete text of Bishop Hines' Opening Address to the 62nd General Convention. We are all most appreciative of your assistance and advice and look forward to a continued relationship as attempts are being made to bring about a change, we all feel is so essential.

I would appreciate any reactions you have to the Presiding Bishop's statement.

Sincerely yours,

Leon E. Modeste, ACSW
Associate Secretary
DIVISION OF COMMUNITY SERVICES

LEM:sb

Enc. 1

THE PRESIDING BISHOP'S KEYNOTE ADDRESS

To Brothers in Christ -- men and women alike -- called by him to new undertakings in Mission -- grace be unto you and peace from God, the Father, and from the Lord Jesus Christ.

We are gathered as a tiny band of Christians, chosen representatives of a Church which is, itself, a fragment of "the mystical body of Christ, the blessed company of all faithful people," to worship, to deliberate, to decide, and to share in the ancient bond of fellowship and faith by which we are bound to Christ Jesus and, because of this, bound to each other and to all men everywhere. Let us deliberate together in patience and gentleness, with sure confidence in the power of the Holy Spirit to lead us past our all-too-human limitations into the role of responsible stewards of the manifold gifts and opportunities which God has bestowed upon his world! We will meet people here who are intellectually our superiors. We shall be in the presence of some whose quiet yet incandescent piety will tell us, without their knowing it, that they have walked with God. We will sit beside men and women whose suffering is that of a whole race of people whose anger and agony have been etched unforgettably upon our cities' streets. And we will rub shoulders with parents and wives whose sons and husbands have died in the human horror that war is, amid the rice paddies and watery wilderness of a land that, at any other time, would seem so fair!

Let us be determined to deliberate together in openness and in charity, cautious lest we impute to those with whom we are inclined to disagree motives we would not permit anyone to arraign against ourselves. And no matter with how many talents God has embellished our persons, may we learn to guard against the temptation to triumph one over another out of local or regional or ecclesiastical or intellectual pride -- a posture from the exercise of which only dishonor can come to Christ and His Church, and confusion to the world.

We cannot but be aware that we meet in a time when the whole world "groaneth and travaileth" and when the crust that has protected some quite ancient institutions and traditions is cracking badly -- unable to hold any longer against a boiling, inner anger and frustration which has been festering in the hearts and minds of millions of men, women and children, until

it has now out-run patience and, on occasion, prudence, and is quite willing to face the prospect of death (yea, would even welcome it, many of them) rather than continue to suffer the daily indignities, the forced alienation, the ceaseless discrimination, the grinding poverty, the monotonous parade of broken promises ... all of which have tended to close doors and build in ceilings and set boundaries ... with the finality of "Thus far, and no farther!"

Much of the "shaking of the foundations" is the direct result of the quest of a people for self-determination, the exercise of freedom, and the right to participate in the decisions that affect their destiny. Some have tied these privileges to economic affluence while noting their denial to those who are both poor and undeveloped. The miracles of communication, the pervasiveness of world trade, the speed of travel all have invaded the former "blacked-out" areas of the globe. As a result the poverty-ridden two-thirds know exactly how the affluent third lives. And the contrast tends to make their own miserable existence no longer a bearable burden. They know that this is the kind of world in which, given justice, no child need go to bed hungry, no unemployed person need be without work, no family need be homeless or compelled to share squalid quarters with the roaches and the rats. They know, too, that change is wrought not by pious exhortation but by the exercise of power, and they know that in the long history of the dynamics of change the instances of a voluntary orderly transfer of strongly entrenched power, individual or institutional, are so rare as to impart more of despair than of hope.

It is in these volatile, exciting, highly charged times that we are called to proclaim, by word and deed, the awesome fact of God's judgment upon a self-seeking people, and the renewing power of God's forgiveness through the reconciling, healing presence of the living Christ! The world has a right to know about this. That the world may have a future, depends upon it. That we, as men and women for whom Christ died, are charged with this most difficult, most rewarding responsibility is undeniable. How then shall we respond? That is the question this Convention faces. For the nature of our response may well determine the credibility and integrity of "mission" for this Church for generations to come! We need to make our own the conviction carved by Carl Jung above the doorway of his Switzerland home: "Vocatus atqua non vocatus deus aderit." "Called or not called, God is present." For indeed He is!

One of the critical matters before this Convention will be a decision concerning which direction this Church should take in being responsible participants in the whole ecumenical ferment of our times. A focus for this will be the attitude we take with reference to the progress of the Consultation on Church Union. Three years ago the 61st General Convention authorized representatives of this Church to engage in the Consultation with representatives of five other communions -- now happily grown to eleven. We sent our "first team" -- men highly respected both for their scholarship, their catholicity of approach, and their integrity in confrontations. I have watched them at their work, even participated a little when a substitute had to be called into action. Under the gently astute chairmanship of Bishop Robert Gibson, the entire consultation procedures were carried to an appropriate point of considerable agreement -- unanimous, I am led to believe -- in what we know as "Principles of Church Union." Not a completed document; far from it. But an honest one in which our representatives (quite diverse themselves, you know) agreed -- and upon which their request for continuation and encouragement (if this Convention sees fit) is based. As was to be expected, "Principles" have evoked both widespread acclaim and sharp demurrer! This household, the Church, had jolly well be able to afford and contain as much! Some of the debate in these next few days may turn on theological, doctrinal, or technical points. So be it! But even as war is too important a matter to be left entirely to the generals (as someone suggested), unity in the Body of Christ is too significant a matter to be left entirely to the theologians! We can learn from them. God help us if we do not! But there are considerations in the whole matter of the unity of Christendom which no theological formulation can totally encompass: obedience to a Lord Who literally poured out his life as a prayer "that they all may be one!"

You did not elect a theologian when in St. Louis you placed me in this office. I could easily miss the significance of an obscure "iota" such as the one that unlocked dialogue at Nicea. But it is plain that many, many more, than Episcopalians will be watching the decision of this General Convention as regards the stance of this Church in the quest for organic union with other Christians. Will it be a grinding

halt, an ignoble withdrawal, or a faithful and confident forward move towards it, authorizing continuing exploration of avenues of understanding, including tentative probing for light on potentially viable structures to contain the common life and common mission to which God has called us all.

In the proposals before us concerning the Consultation, we are not being asked to make any final commitments. We are being asked to take some risks. I believe them to be reasonable risks, hardly commensurate with those we resoundingly affirmed when in confirmation we promised to "follow Jesus Christ as Lord and Master." If we support the proposals, in effect we will be saying to those representing us in the negotiations, "We believe you are honest, well informed, reliable, and -- having the totality of Christendom foremost in your sights -- we believe you are heading us in the right direction. God helping us, we are prepared to move ahead!" In good conscience I do not believe that this General Convention can do any less!

In proximity to the quest for unity is whether or not this Church is willing seriously to see Theological Education as a matter potentially so profound in its influence that only by making it a national concern backed by national support can it be brought to its rightful focus. I have used the word "potentially" advisedly. Twenty years ago it would not have occurred to me to use it at all in this framework. It is not that our resources for seminary training and lay education were so remarkably effective. They were not. It is simply that two decades have seen other education move so fast in the use of bold new concepts, creative teaching methods, the use of electronic teaching devices, the recruiting of capable young minds, the search for relevancy and openness to truth that our own education for ministry has not been able to keep pace and has fallen behind in a time which calls desperately for the boldest kind of ethical and moral leadership. I have only the deepest sympathy and the highest admiration both for individuals and for some theological communities courageously fighting the battle for excellence against odds inflated by lack of resources both financial and human. But anyone can see that the battle, however gallantly joined, is also being lost! The quality, depth, disciplined creativity, wide-ranging attraction of education for ministry in this terribly complex day are less than is required to keep the

Church within hailing distance of the forefront of "mission." Seminaries, and what goes on in them, is a "never-never-land" for the vast majority of our lay people. The money this Church is willing to give in order that theological education may "make the vital difference" can hardly be dignified by calling it "pocket change!" People who are called by God -- in whatever form -- to ministry deserve better at our hands. Not to respond is to condemn the Church to hopeless mediocrity in her leadership precisely at a time when the fate of humankind hangs in the delicate balance.

The report of the Committee on Theological Education, called for by The House of Bishops in 1964, and enabled by funds raised by the Episcopal Church Foundation, is critical of much that passes for theological education in this Church today, but the report is not an attack upon seminaries as such. From its analysis it draws conclusions and offers a way through which improvement might well come in this essential field. Here again "business as usual" will simply compound small disasters into a fatal catastrophe. This the Church can never afford. One thing is certain: the reconstruction of theological education is too big a task for small enclaves of scholars and saints. This is a job for the whole Church!

This nation is engaged in a costly undeclared war on the other side of the world, a war which bears heavily upon the human conscience and makes inordinate demands upon our social and economic fabric. But -- closer to home -- there is raging another conflict which, if it is not understood and immediately dealt with intelligently and compassionately can be as fatal to the well-being of this nation as anything short of nuclear holocaust! There is no doubt in my mind that the impact of the war in Vietnam upon us is in part of such dimensions because this is the first war which you and I have been able to view first-hand while sitting at home before a television set. The same can be said of the appallingly destructive bloody rioting which has destroyed much inner city fabric, damaged communications between black and white, waved the flag of "black power" menacingly, and wasted precious human lives, setting at naught respect for law and order.

We have been shocked and bewildered by all of this -- most of us! For these are people rebelling in the streets of Watts and Newark and Detroit and New Haven whose forefathers fought for the right of self-determination, for the rights

and dignity of every human being, for freedom under law, for deliverance from discrimination, and for a dream which for nearly two centuries has been a brilliant torch to which the shackled and oppressed everywhere could look up in hope. We are bewildered because for too many that torch had guttered into gloom and violence has shattered our complacency about something basic we had tended to take for granted.

Let us be clear that lawlessness and violence are inherently destructive and are not to be condoned as such. But let us be equally aware that men can become prisoners of the law unjustly. For the administration of law which is abused into an instrument of oppression by insensitive men of power, thus inhibiting rather than releasing the process of change which rightfully could bring healing to body sores and spiritual cancers that affect the neglected and dispossessed inevitably must face the rude awakening, namely, that desperate despairing human beings will revolt against the tyrannous character of such law inasmuch as they have no other recourse open to them through which their wrongs may be redressed. The beneficiaries of order and domestic tranquility must understand this. Indeed, we must learn to respond creatively to the violence of frustrated hopefulness patiently, sympathetically and without hypocrisy and self-delusion. For the application of increased restrictive power only is to compound the root causes of alienation, abandon the responsible role of reconciliation, and mutilate the God-created bonds of human brotherhood by which all men belong to each other inseparably and forever.

As Presiding Bishop of this Church, by God's help I trust, and with the help of others -- some not of this Church -- I have tried to hear what God may be saying to the churches in this crisis. Such extreme actions on the part of a dispossessed people bespeaks a conviction that white man's justice is no justice for the black man, particularly those trapped in the ghettos of this land. And many of them have despaired of attaining that justice through structures and institutions which they see as channels of the white man's power! The grim consequences of the rioting indicates a tenaciously held conviction that any relief that comes will have to come by acquisition of, or seizure of, sufficient power on their own part to enable them to shape their own destiny, taking their place equally alongside other men. This they are prepared to do -- even if they have to die in the attempt. Further, and this touches us at a sensitive point, these unfortunate

people -- many of them -- have written off the churches as possible allies in their quest for justice for they have seen little concrete evidence that church people are concerned about their plight or will take the necessary risk to help redeem it.

In trying to hear what is being said in the confusion of our time, I have walked -- a little bit -- and listened as much as I could -- in the ghetto areas of two of our cities. I can only tell you what I know -- know from an unrehearsed face-to-face confrontation with black people, some militant leftists, others solidly moderate -- most of them bearing in their souls (and some on their bodies) the indignities and brutality which have erupted in anger and rebellion. I recruited a task force of our own staff, together with competent outside advisors. I requested the counsel of a group of ghetto leaders in exploring the question: "How the resources of this Church, resources human and financial, might intelligently and humbly be enlisted in the service of the people of the cities, and by what criteria this Church might enter into partnership with the indigenous community groups in impoverished slum areas which have been organized by the residents themselves, are run by them, and are seeking to alleviate the conditions which are destroying them." I believe that people in all walks of life, churchmen in our own land and abroad, the people from whom hope is being squeezed out, want to know where we, as Christians, stand -- and whether our position is manifested in deeds that cannot be misunderstood!

As at least the beginning of this Church's response to the deep human need dramatized by the conflict in the cities I am recommending the development of a program to be extended over the next triennium, by which this Church can take its place humbly and boldly alongside of, and in support of, the dispossessed and oppressed peoples of this country for the healing of our national life. Among its aims will be the bringing of people in ghettos into areas of decision making by which their destiny is influenced. It will encourage the use of political and economic power to support justice and self-determination for all men. It will make available skilled personnel assistance, and request the appropriation of substantial sums of money to community organizations involved in the betterment of depressed urban areas, and under the control of those who are largely both black and poor that their power for self-determination may be increased and their

dignity restored. It is suggested that these efforts be administered through coalitions with other churches and agencies such as Inter-Religious Foundation for Community Organization, that we may be joined with and by other groups in similar efforts directed toward the same goals. I am requesting the funding of such a program in the amount of approximately $3 million annually. Such funds to be secured from various sources, principally from the General Church's Program.

Finally, a re-ordering of primary emphases and priority ratings in the proposed General Church Program will be required in order to support the programmatic response outlined here.

I am requesting General Convention and the Triennial of the Women of the Church to create appropriate committees to review this call to action by your Presiding Bishop and Executive Council and charging them to make such recommendations as may seem wise to them in the light of the critical nature of the need. I am sure that means for mutual discussion and cooperation between these committees can be found by such ingenious and creative personnel. But I would heavily underline a word of caution: no matter what this Church at the national level may decide we can do both in human and financial terms, it will be only a token, a symbol, if, perhaps happily a sacrament. What we do here can never be more than an "earnest" pointing to the necessity for, and the effectiveness of a sensitive and sacrificial response on the part of the people of the Church. For unless our men, women and young people enlist in patterns of diocesan, parish, and mission engagement, which involves them personally as well as financially, even the best effort at this level will prove fruitless. What is before us is not primarily a matter of money. Money can help if we take our hands off of its control, giving it because we realize that it is God's and not ours. But if we attempt to use money to "buy our way" out of responsibility, the less credible we will appear to men and women struggling with their misery, and the less likely we are to build our part of a bridge between our alienation! Perhaps we can understand a little that it is only through our sharing in the pain and agonized frustration of the dispossessed that our own renewal can come to be!

I hope that this plea for a corporate response of Episcopalians will not have to stand alone. We are too small a group, and

our resources -- even if given freely -- are far too limited to cope successfully with the crisis in our city streets. I hope I am not presumptuous in appealing to the nation-wide community of faith -- to our Jewish brethren, to our Christian brethren -- Roman Catholic, Orthodox and Protestant -- to join together with us in a bold, full-scale mobilization of our resources that can be dedicated to the righting of a great wrong and the healing of a bleeding wound in the body of our nation's life. For it may be that we are in "a moment of passing grace" given to us by God, that may never again re-occur -- and in which we are given together the opportunity to act!

MEMORANDUM

September 22, 1967

TO: Carl Rachlin
Stephen Nagler
Ronnie Moore
Shirley Lacy

FROM: Marvin Rich

SUBJECT: Staff Meeting

There will be a staff meeting on Tuesday, October 3rd at 10:30 a.m.

With reference to the staff meeting held on Wednesday, September 20th, and the agreements reached at this meeting, attached you will find (1) Long Distance Phone Memos which are to be used beginning Monday, September 25th for all long distance phone calls made. Please make an effort to fill the form out completely, and all forms should be legible. (2) Expense Report forms which are to be kept on a weekly basis. The forms are self-explanatory, but should be filled out completely and, again, should be legible.

Also, you should be aware of the fact that I have instructed Jackie, Gwendolyn and Alice that ANY and ALL communications east of the Mississippi mailed from this office will be sent by regular mail.

S E D F R E I N T E R - O F F I C E M E M O R A N D U M

To: Ronnie Moore September 22, 1967

From: A. Teper

Re: Directions to Pickwick Motor Inn, Plainview, L. I., N. Y.

Cross Brooklyn Bridge and make left turn at first light as you leave the bridge. Stay on left side and get on the Brooklyn Belt Parkway and cross Koskiuko (?) Bridge. Turn right at L. I. Expressway #495. DRive on as far as Exit 48 on L. I. Expressway. You will be able to see the Pickwick Motor Inn from the expressway.

The people you will pick up at the office here are:

Frank Lugovina

Florence

Bill Gellermann

Marjorie Phyfe

Leon Modeste will not be able to come.

Must leave no later than 4 p.m. in order to be there in time.

per Hank Smith

at

EXECUTIVE COUNCIL OF THE EPISCOPAL CHURCH
815 SECOND AVENUE, NEW YORK, N.Y. 10017 (212) 867-8400

September 22, 1967

Mr. Henry Smith
SEDFRE
150 Nassau Street
New York, New York 10038

SEP 22 1967

Dear Hank:

I am sending you a copy of the complete text of Bishop Hines' Opening Address to the 62nd General Convention. We are all most appreciative of your assistance and advice and look forward to a continued relationship as attempts are being made to bring about a change, we all feel is so essential.

I would appreciate any reactions you have to the Presiding Bishop's statement.

Sincerely yours,

Leon E. Modeste, ACSW
Associate Secretary
DIVISION OF COMMUNITY SERVICES

LEM:sb

Enc. 1

THE PRESIDING BISHOP'S KEYNOTE ADDRESS

To Brothers in Christ -- men and women alike -- called by him to new undertakings in Mission -- grace be unto you and peace from God, the Father, and from the Lord Jesus Christ.

We are gathered as a tiny band of Christians, chosen representatives of a Church which is, itself, a fragment of "the mystical body of Christ, the blessed company of all faithful people," to worship, to deliberate, to decide, and to share in the ancient bond of fellowship and faith by which we are bound to Christ Jesus and, because of this, bound to each other and to all men everywhere. Let us deliberate together in patience and gentleness, with sure confidence in the power of the Holy Spirit to lead us past our all-too-human limitations into the role of responsible stewards of the manifold gifts and opportunities which God has bestowed upon his world! We will meet people here who are intellectually our superiors. We shall be in the presence of some whose quiet yet incandescent piety will tell us, without their knowing it, that they have walked with God. We will sit beside men and women whose suffering is that of a whole race of people whose anger and agony have been etched unforgettably upon our cities' streets. And we will rub shoulders with parents and wives whose sons and husbands have died in the human horror that war is, amid the rice paddies and watery wilderness of a land that, at any other time, would seem so fair!

Let us be determined to deliberate together in openness and in charity, cautious lest we impute to those with whom we are inclined to disagree motives we would not permit anyone to arraign against ourselves. And no matter with how many talents God has embellished our persons, may we learn to guard against the temptation to triumph one over another out of local or regional or ecclesiastical or intellectual pride -- a posture from the exercise of which only dishonor can come to Christ and His Church, and confusion to the world.

We cannot but be aware that we meet in a time when the whole world "groaneth and travaileth" and when the crust that has protected some quite ancient institutions and traditions is cracking badly -- unable to hold any longer against a boiling, inner anger and frustration which has been festering in the hearts and minds of millions of men, women and children, until

it has now out-run patience and, on occasion, prudence, and is quite willing to face the prospect of death (yea, would even welcome it, many of them) rather than continue to suffer the daily indignities, the forced alienation, the ceaseless discrimination, the grinding poverty, the monotonous parade of broken promises ... all of which have tended to close doors and build in ceilings and set boundaries ... with the finality of "Thus far, and no farther!"

Much of the "shaking of the foundations" is the direct result of the quest of a people for self-determination, the exercise of freedom, and the right to participate in the decisions that affect their destiny. Some have tied these privileges to economic affluence while noting their denial to those who are both poor and undeveloped. The miracles of communication, the pervasiveness of world trade, the speed of travel all have invaded the former "blacked-out" areas of the globe. As a result the poverty-ridden two-thirds know exactly how the affluent third lives. And the contrast tends to make their own miserable existence no longer a bearable burden. They know that this is the kind of world in which, given justice, no child need go to bed hungry, no unemployed person need be without work, no family need be homeless or compelled to share squalid quarters with the roaches and the rats. They know, too, that change is wrought not by pious exhortation but by the exercise of power, and they know that in the long history of the dynamics of change the instances of a voluntary orderly transfer of strongly entrenched power, individual or institutional, are so rare as to impart more of despair than of hope.

It is in these volatile, exciting, highly charged times that we are called to proclaim, by word and deed, the awesome fact of God's judgment upon a self-seeking people, and the renewing power of God's forgiveness through the reconciling, healing presence of the living Christ! The world has a right to know about this. That the world may have a future, depends upon it. That we, as men and women for whom Christ died, are charged with this most difficult, most rewarding responsibility is undeniable. How then shall we respond? That is the question this Convention faces. For the nature of our response may well determine the credibility and integrity of "mission" for this Church for generations to come! We need to make our own the conviction carved by Carl Jung above the doorway of his Switzerland home: "Vocatus atqua non vocatus deus aderit." "Called or not called, God is present." For indeed He is!

One of the critical matters before this Convention will be a decision concerning which direction this Church should take in being responsible participants in the whole ecumenical ferment of our times. A focus for this will be the attitude we take with reference to the progress of the Consultation on Church Union. Three years ago the 61st General Convention authorized representatives of this Church to engage in the Consultation with representatives of five other communions -- now happily grown to eleven. We sent our "first team" -- men highly respected both for their scholarship, their catholicity of approach, and their integrity in confrontations. I have watched them at their work, even participated a little when a substitute had to be called into action. Under the gently astute chairmanship of Bishop Robert Gibson, the entire consultation procedures were carried to an appropriate point of considerable agreement -- unanimous, I am led to believe -- in what we know as "Principles of Church Union." Not a completed document; far from it. But an honest one in which our representatives (quite diverse themselves, you know) agreed -- and upon which their request for continuation and encouragement (if this Convention sees fit) is based. As was to be expected, "Principles" have evoked both widespread acclaim and sharp demurrer! This household, the Church, had jolly well be able to afford and contain as much! Some of the debate in these next few days may turn on theological, doctrinal, or technical points. So be it! But even as war is too important a matter to be left entirely to the generals (as someone suggested), unity in the Body of Christ is too significant a matter to be left entirely to the theologians! We can learn from them. God help us if we do not! But there are considerations in the whole matter of the unity of Christendom which no theological formulation can totally encompass: obedience to a Lord Who literally poured out his life as a prayer "that they all may be one!"

You did not elect a theologian when in St. Louis you placed me in this office. I could easily miss the significance of an obscure "iota" such as the one that unlocked dialogue at Nicea. But it is plain that many, many more, than Episcopalians will be watching the decision of this General Convention as regards the stance of this Church in the quest for organic union with other Christians. Will it be a grinding

halt, an ignoble withdrawal, or a faithful and confident forward move towards it, authorizing continuing exploration of avenues of understanding, including tentative probing for light on potentially viable structures to contain the common life and common mission to which God has called us all.

In the proposals before us concerning the Consultation, we are not being asked to make any final commitments. We are being asked to take some risks. I believe them to be reasonable risks, hardly commensurate with those we resoundingly affirmed when in confirmation we promised to "follow Jesus Christ as Lord and Master." If we support the proposals, in effect we will be saying to those representing us in the negotiations, "We believe you are honest, well informed, reliable, and -- having the totality of Christendom foremost in your sights -- we believe you are heading us in the right direction. God helping us, we are prepared to move ahead!" In good conscience I do not believe that this General Convention can do any less!

In proximity to the quest for unity is whether or not this Church is willing seriously to see Theological Education as a matter potentially so profound in its influence that only by making it a national concern backed by national support can it be brought to its rightful focus. I have used the word "potentially" advisedly. Twenty years ago it would not have occurred to me to use it at all in this framework. It is not that our resources for seminary training and lay education were so remarkably effective. They were not. It is simply that two decades have seen other education move so fast in the use of bold new concepts, creative teaching methods, the use of electronic teaching devices, the recruiting of capable young minds, the search for relevancy and openness to truth that our own education for ministry has not been able to keep pace and has fallen behind in a time which calls desperately for the boldest kind of ethical and moral leadership. I have only the deepest sympathy and the highest admiration both for individuals and for some theological communities courageously fighting the battle for excellence against odds inflated by lack of resources both financial and human. But anyone can see that the battle, however gallantly joined, is also being lost! The quality, depth, disciplined creativity, wide-ranging attraction of education for ministry in this terribly complex day are less than is required to keep the

Church within hailing distance of the forefront of "mission." Seminaries, and what goes on in them, is a "never-never-land" for the vast majority of our lay people. The money this Church is willing to give in order that theological education may "make the vital difference" can hardly be dignified by calling it "pocket change!" People who are called by God -- in whatever form -- to ministry deserve better at our hands. Not to respond is to condemn the Church to hopeless mediocrity in her leadership precisely at a time when the fate of humankind hangs in the delicate balance.

The report of the Committee on Theological Education, called for by The House of Bishops in 1964, and enabled by funds raised by the Episcopal Church Foundation, is critical of much that passes for theological education in this Church today, but the report is not an attack upon seminaries as such. From its analysis it draws conclusions and offers a way through which improvement might well come in this essential field. Here again "business as usual" will simply compound small disasters into a fatal catastrophe. This the Church can never afford. One thing is certain: the reconstruction of theological education is too big a task for small enclaves of scholars and saints. This is a job for the whole Church!

This nation is engaged in a costly undeclared war on the other side of the world, a war which bears heavily upon the human conscience and makes inordinate demands upon our social and economic fabric. But -- closer to home -- there is raging another conflict which, if it is not understood and immediately dealt with intelligently and compassionately can be as fatal to the well-being of this nation as anything short of nuclear holocaust! There is no doubt in my mind that the impact of the war in Vietnam upon us is in part of such dimensions because this is the first war which you and I have been able to view first-hand while sitting at home before a television set. The same can be said of the appallingly destructive bloody rioting which has destroyed much inner city fabric, damaged communications between black and white, waved the flag of "black power" menacingly, and wasted precious human lives, setting at naught respect for law and order.

We have been shocked and bewildered by all of this -- most of us! For these are people rebelling in the streets of Watts and Newark and Detroit and New Haven whose forefathers fought for the right of self-determination, for the rights

and dignity of every human being, for freedom under law, for deliverance from discrimination, and for a dream which for nearly two centuries has been a brilliant torch to which the shackled and oppressed everywhere could look up in hope. We are bewildered because for too many that torch had guttered into gloom and violence has shattered our complacency about something basic we had tended to take for granted.

Let us be clear that lawlessness and violence are inherently destructive and are not to be condoned as such. But let us be equally aware that men can become prisoners of the law unjustly. For the administration of law which is abused into an instrument of oppression by insensitive men of power, thus inhibiting rather than releasing the process of change which rightfully could bring healing to body sores and spiritual cancers that affect the neglected and dispossessed inevitably must face the rude awakening, namely, that desperate despairing human beings will revolt against the tyrannous character of such law inasmuch as they have no other recourse open to them through which their wrongs may be redressed. The beneficiaries of order and domestic tranquility must understand this. Indeed, we must learn to respond creatively to the violence of frustrated hopefulness patiently, sympathetically and without hypocrisy and self-delusion. For the application of increased restrictive power only is to compound the root causes of alienation, abandon the responsible role of reconciliation, and mutilate the God-created bonds of human brotherhood by which all men belong to each other inseparably and forever.

As Presiding Bishop of this Church, by God's help I trust, and with the help of others -- some not of this Church -- I have tried to hear what God may be saying to the churches in this crisis. Such extreme actions on the part of a dispossessed people bespeaks a conviction that white man's justice is no justice for the black man, particularly those trapped in the ghettos of this land. And many of them have despaired of attaining that justice through structures and institutions which they see as channels of the white man's power! The grim consequences of the rioting indicates a tenaciously held conviction that any relief that comes will have to come by acquisition of, or seizure of, sufficient power on their own part to enable them to shape their own destiny, taking their place equally alongside other men. This they are prepared to do -- even if they have to die in the attempt. Further, and this touches us at a sensitive point, these unfortunate

people -- many of them -- have written off the churches as possible allies in their quest for justice for they have seen little concrete evidence that church people are concerned about their plight or will take the necessary risk to help redeem it.

In trying to hear what is being said in the confusion of our time, I have walked -- a little bit -- and listened as much as I could -- in the ghetto areas of two of our cities. I can only tell you what I know -- know from an unrehearsed face-to-face confrontation with black people, some militant leftists, others solidly moderate -- most of them bearing in their souls (and some on their bodies) the indignities and brutality which have erupted in anger and rebellion. I recruited a task force of our own staff, together with competent outside advisors. I requested the counsel of a group of ghetto leaders in exploring the question: "How the resources of this Church, resources human and financial, might intelligently and humbly be enlisted in the service of the people of the cities, and by what criteria this Church might enter into partnership with the indigenous community groups in impoverished slum areas which have been organized by the residents themselves, are run by them, and are seeking to alleviate the conditions which are destroying them." I believe that people in all walks of life, churchmen in our own land and abroad, the people from whom hope is being squeezed out, want to know where we, as Christians, stand -- and whether our position is manifested in deeds that cannot be misunderstood!

As at least the beginning of this Church's response to the deep human need dramatized by the conflict in the cities I am recommending the development of a program to be extended over the next triennium, by which this Church can take its place humbly and boldly alongside of, and in support of, the dispossessed and oppressed peoples of this country for the healing of our national life. Among its aims will be the bringing of people in ghettos into areas of decision making by which their destiny is influenced. It will encourage the use of political and economic power to support justice and self-determination for all men. It will make available skilled personnel assistance, and request the appropriation of substantial sums of money to community organizations involved in the betterment of depressed urban areas, and under the control of those who are largely both black and poor that their power for self-determination may be increased and their

dignity restored. It is suggested that these efforts be administered through coalitions with other churches and agencies such as Inter-Religious Foundation for Community Organization, that we may be joined with and by other groups in similar efforts directed toward the same goals. I am requesting the funding of such a program in the amount of approximately $3 million annually. Such funds to be secured from various sources, principally from the General Church's Program.

Finally, a re-ordering of primary emphases and priority ratings in the proposed General Church Program will be required in order to support the programmatic response outlined here.

I am requesting General Convention and the Triennial of the Women of the Church to create appropriate committees to review this call to action by your Presiding Bishop and Executive Council and charging them to make such recommendations as may seem wise to them in the light of the critical nature of the need. I am sure that means for mutual discussion and cooperation between these committees can be found by such ingenious and creative personnel. But I would heavily underline a word of caution: no matter what this Church at the national level may decide we can do both in human and financial terms, it will be only a token, a symbol, if, perhaps happily a sacrament. What we do here can never be more than an "earnest" pointing to the necessity for, and the effectiveness of a sensitive and sacrificial response on the part of the people of the Church. For unless our men, women and young people enlist in patterns of diocesan, parish, and mission engagement, which involves them personally as well as financially, even the best effort at this level will prove fruitless. What is before us is not primarily a matter of money. Money can help if we take our hands off of its control, giving it because we realize that it is God's and not ours. But if we attempt to use money to "buy our way" out of responsibility, the less credible we will appear to men and women struggling with their misery, and the less likely we are to build our part of a bridge between our alienation! Perhaps we can understand a little that it is only through our sharing in the pain and agonized frustration of the dispossessed that our own renewal can come to be!

I hope that this plea for a corporate response of Episcopalians will not have to stand alone. We are too small a group, and

our resources -- even if given freely -- are far too limited to cope successfully with the crisis in our city streets. I hope I am not presumptuous in appealing to the nation-wide community of faith -- to our Jewish brethren, to our Christian brethren -- Roman Catholic, Orthodox and Protestant -- to join together with us in a bold, full-scale mobilization of our resources that can be dedicated to the righting of a great wrong and the healing of a bleeding wound in the body of our nation's life. For it may be that we are in "a moment of passing grace" given to us by God, that may never again re-occur -- and in which we are given together the opportunity to act!

S E D F R E I N T E R - O F F I C E M E M O R A N D U M

To: Marvin Rich September 26, 1967

From: Ronnie Moore

Re: Development of Written Materials

Introduction - Our first pamphlet entitled, "Political Strength - How to Get It", has been distributed in the Northern and Southern communities. It is being used as a guide in political organizationsand campaigning by over 500 local organizations. More copies are needed. The style, clarity and concise language used in our initial pamphlet has proven to be effective in developing materials that can be easily understood by indigenous people.

Citizen-leaders face problems in money raising, public relations, negotiations, and running workshops. We have been asked to develop guides in those areas. We must do it.

Money Raising and Public Relations - See draft.

Negotiations - Welfare groups must meet welfare administrators, tenant associations must meet landlords and lawyers, freedom unions must meet employers, PTA members must meet School Board members, civil rights organizations must meet City Hall and on and on the confrontations go. The citizen-leaders must have the skills to match wits with those who have power over their lives. How to negotiate? What are the basic rules and important steps of effective negotiation? How to listen? When to talk? When to level? When to compromise? When to stand your own? How to work as negotiation teams? These are a few of the questions the pamphlet must cover.

Developing Indigenous Leaders - Local leaders have recognized the significance of on-going training efforts. SEDFRE cannot run all the workshops needed to meet the challenge of community leadership development. Therefore, community activists have asked us to put our numerous experiences in the field of training, on paper.

We must address ourselves to the following issues:- Self-awareness, Knowledge, Leadership Techniques:

1. Training for what?
2. How to make workshops interesting?
3. How to structure workshops.
4. How to select and get resource persons.
5. How to design a training format.
6. How to do research for the workshop being planned.
7. How to get, use and select materials and films.
8. How to screen participants.
9. How to evaluate workshops.
10. How to use SEDFRE and its training resources which now include video tape.

RMM:at

SCHOLARSHIP,
EDUCATION AND
DEFENSE
FUND FOR
RACIAL EQUALITY inc.
150 NASSAU STREET
NEW YORK, N.Y. 10038
TELEPHONE 964-8210

September 27, 1967

MEMORANDUM

TO: BONNIE BARROW

HERB CALLENDER

FRANK LUGOVINA

SUBJECT: ATTACHED LETTER FROM SEYMOUR REISIN, BRONX COMMUNITY COLLEGE

The attached letter from Seymour Reisin is self-explanatory. Perhaps some of the people you know will be interested in this Public Service Careers Training Program.

Hank

HS:lb
Attachment

Contributions are deductible for income tax purposes

■ *president;* Andrew E. Norman ■ *vice presidents;* William S. Ellis, Nannette Sachs ■ *secretary;* Ezra Levin ■ *treasurer;* Shelley Appleton ■ *executive director;* Marvin Rich ■ *leadership development director;* Ronnie M. Moore ■ *legal director;* Carl Rachlin ■ *BOARD OF DIRECTORS;* Nils R. Douglas, *chairman* ■ John P. Allison ■ Robert Ausnit ■ James Baldwin ■ Katrina McCormick Barnes ■ Canon James P. Breeden ■ Dr. Kenneth B. Clark ■ Robert Curvin ■ Charlotte Devree ■ Robert F. Drinan, S. J. ■ John Henry Faulk ■ Michael O. Finkelstein ■ Doris Freedman ■ Dr. Edward L. Gibson ■ James T. Harris ■ Claude Heckscher ■ Norman Hill ■ Clarence B. Jones ■ Dr. Archie Lacey ■ Joann List Levinson ■ Henry Morgenthau, III ■ Dr. William Stuart Nelson ■ Richard J. Schwartz ■ Elaine Slater ■ Norman Thomas ■ Rowland Watts ■ Pearl L. Willen

Hank

MEMORANDUM

September 27, 1967

TO: Members of the Board and SEDFRE Staff

FROM: Marvin Rich M.R.

SUBJECT: Ford Foundation

Ronnie Moore and I met with Christopher Edley and Steve McNichols of the Ford Foundation on Tuesday, September 26th for an hour and a half. Ronnie stayed for an additional meeting on an evaluation of the Southern Consumers Educational Foundation. A cooperative development project of this Foundation has been funded by Ford and we are involved in training their staff.

Mr. Edley indicated that our chances were better than 50-50, that we could expect definite word on our application by the end of October, give or take a week or two. He also indicated that the decision would be made by the officers of the Foundation, and not by the Board. He indicated also that our reputation is growing in the field and that he had received at least one letter of recommendation of which we were not aware.

He asked that we reallocate our budget on the basis of a two year grant not in excess of $200,000 per year. It was apparent that he was thinking of a grant in the neighborhood of $150,000 per year.

He indicated that the Foundation has not yet decided whether they would fund both Leadership Training and Scholarship. However, their primary emphasis is on leadership training and our revised application should be weighted in that direction. He also suggested that we cut from the application the number of smaller items ($10,000 or less.)

We also discussed a proposed leadership training institute operated directly by the Ford Foundation for the training of civil rights staff. We agreed to serve on a planning committee. It appears that the Foundation is willing to spend $70,000 to $100,000 to plan such an institute.

Mr. McNichols will be in our office next week to look at some of our video tapes and to arrange for field trips.

I am guardedly optimistic. I know that you are all anxious.

/ cc: R. Moore

file

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S.E.D.F.R.E September 27, 1967

INTER OFFICE MEMORANDUM

File

TO: Marvin Rich

Ronnie Moore

FROM: Hank Smith

Leon Modesté has forwarded Bishop Hines' Opening Assress to the 62nd General Convention. I am passing along a xeroxed copy to each of you and sincerely hope that my request from the first memo has not been forgotten and that was, "We respond jointly, or compose a response jointly".

Hank

S E D F R E I N T E R - O F F I C E M E M O R A N D U M

To: Hank, Spiver, Nooker, Carl and Shirley October 2, 1967

From: Ronnie

Re: Training Plans

In addition to the schedules of proposed workshops and consulting contracts recently submitted, we need more ideas and suggestions regarding SEDFRE training endeavors.

1. I suggest future mobile workshop series be held in the States of North Carolina, Arkansas, Rhode Island and Connecticut. What do you think regarding these and other states?

2. Where should we run more specialized seminars? What type of workshops?

3. What In-Service staff training?

4. What do you think about a training center in New York City?

5. How can we involve the Black campuses?

6. How can we work with training centers already set up in the South?

7. How can we increase our faculty?

8. Give me your general suggestions for expanding and improving our program.

RMM:at
cc: M. Rich

M E M O R A N D U M

October 2, 1967

TO: Hank Smith

FROM: Marvin Rich

SUBJECT: Your Memos of September 19 and 27 - The Episcopal Church

I have read the two memoes from you and the enclosed reports on the developments within the Episcopal Church. I have some questions:

1. Did the House of Delegates in fact endorse the proposal of the Presiding Bishop?

2. Who has been appointed to the Committee to make distribution of these funds?

3. What is the nature of the relationship you believe we should develop with the Inter-religious Foundation for Community Organizations?

4. What is the nature of the response which you feel we should make to the Presiding Bishop?

I am not trying to dodge the issue, I simply want to know your ideas.

S.E.D.F.R.E. October 3, 1967

INTER-OFFICE MEMORANDUM

TO: Ronnie M. Moore

FROM: Hank Smith

I would like to have Certificate of Completion of Leadership Development Program for the following persons:

1. Fred Allen
2. Bonnie Barrow
3. Laree Bell
4. Charles Coldsmith
5. Francis Crayton
6. Edwin R. Geyer
7. Isabel Hawkins
8. Solomon Herbert
9. Jeanne Johnson
10. Artis Lee
11. Robert Mason
12. Luenetta L. Miller
13. Leon E. Modesté
14. Guido St. Laurent
15. William Oates
16. Howard Quander
17. Sue Rice
18. Eunice Smith
19. Benjamin Swan
20. Eugene Terrelonge
21. Ida Torres
22. Carrie Turnbow
23. John Young

CHICAGO DAILY NEWS

401 NORTH WABASH AVENUE
CHICAGO, ILLINOIS 60611

CARL T. ROWAN
COLUMNIST

SUITE 1305
1101 SEVENTEENTH STREET, N.W.
WASHINGTON, D.C. 20036
PHONE 659-2636

October 3, 1967

Mrs. Henry G. Smith, Jr.
20 Bethelie Avenue
Amityville, New York 11701

Dear Mrs. Smith:

Thank you for taking the time to write me about my commentary on Latin America. Your kind words about my commentaries are very much appreciated. I'm happy to enclose a copy of the one you requested.

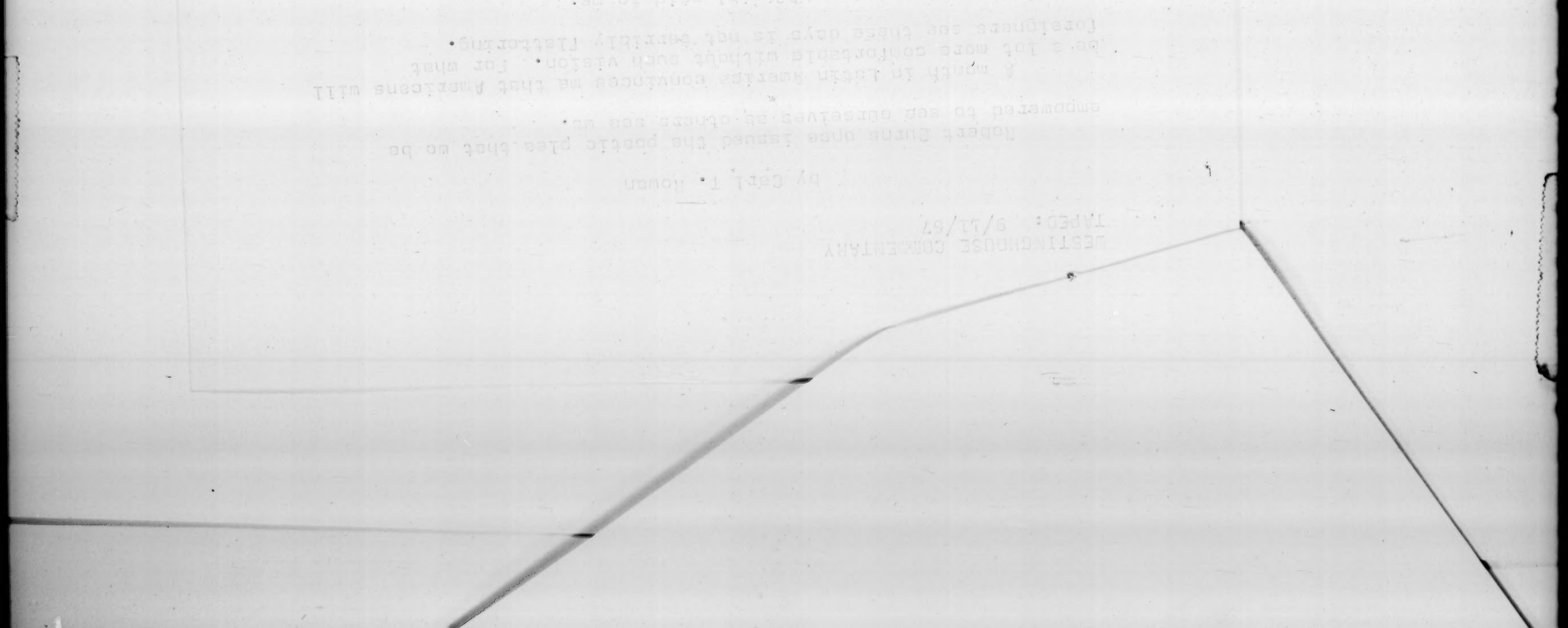
With every good wish,

Sincerely,

Carl T. Rowan

Carl T. Rowan

Enc.



S.E.D.F.R.E. October 3, 1967

INTER OFFICE MEMORANDUM

TO: Carl Rachlin

FROM: Hank Smith

RE: September 22nd Statement

Your statement, September 22, 1967, before the Committee on Finance (U.S. Senate) is a "Masterpeice". May I have your permission to send copies to people I feel should read it?

Thank you, Hank!!

of course

HS/lb

S.E.D.F.R.E. October 5, 1967

INTER OFFICE MEMORANDUM

TO: Ronnie Moore

FROM: Hank Smith

In view of the character of work, efficiency and increased responsibility, may I strongly urge that Miss Laree Bell's salary be increased and that increase be commensurate with the excellent work and assistant that she has been in the past (6) six months.

If things should break for S.E.D.F.R.E. , in the near future I would like to highly recommend Laree for a full time position.

S E D F R E **I N T E R - O F F I C E M E M O R A N D U M**

To: Marvin Rich, Executive Director October 10, 1967

From: Spiver W. Gordon

Subject: Report on Georgia Workshop Held at Madison, Georgia on Sept. 8, 9, 10, 1967

On September 8, 9 and 10th, the Scholarship, Education and Defense Fund for Racial Equality, conducted a non-partisan Citizenship Education Workshop for community leaders and political candidates in Madison, Georgia. The participants came from the following counties: Greene, Morgan, Fulton, Decatur, Richmond and Hancock.

The first session began on Friday night, September 8, 1967, and was well attended by over sixty-five (65) participants, of which fifty-nine (59) were Negroes and six (6) were white. Three of the whites came from the Georgia Council on Human Relations and the other three came from Action Incorporated (an arm of O.E.O.) In Friday night's session, participants were allowed to tell of their experiences and problems in their communities and how they went about solving them. Most participants told of the difficulties they were having in getting frightened would-be applicants to register, who lived on plantations where the owners had objected or made it known that they were not too pleased. Other participants complained of the apathy on the part of some people. The role-playing technique was used at this point to show participants how others had tried to get these kind of persons involved. Some participants were used as plantation owners and others as would-be applicants, and others as community workers. This was done to give them a feeling of how a frightened applicant, living on a farm really feels, knowing he may be fired and put off the plantation at any moment, and how they should deal with this problem.

On Saturday, September 9th, the session resumed. In the sessions, "How to Appeal to Voters", and "How to Get Out the Vote", the question of race was discussed. Participants wanted to know how to appeal to white voters, as well as Negro, and how to get out the white and Negro votes. It was pointed out that voters should be all treated the same, and a knowledge of the needs of both groups was imperative, in order to get the support of either group.

On Saturday night after the session, I left Georgia for Louisiana. Jim McCain was left in charge of the Sunday sessions.

I hope that this report will shed some light on what happened at our Georgia Workshop. I am enclosing a copy of the agenda of the workshop for your use.

SWG:at
Enc.

cc: R. Moore

SEDFRE INTER-OFFICE MEMORANDUM

To: Marvin Rich October 10, 1967

From: Ronnie Moore

Re: Things at Hand

1. The Leadership Training Program is in debt for roughly $10,000, and we have scheduled seven weekend workshops between now and December 31 of this year. This, in short, means we need money.

2. I plan to spend most of my time in the office working on maintaining more efficient operations. For example;

Program Development
Material Development
Workshop Evaluations
In-Service Staff Training
Etc.

RMM:at

Ronnie
This letter should be addressed to Vernon if you want to talk to him. Further, you shouldn't tell him who to send. That's his decision

October 11, 1967

Mr. Thaddeus Olive, Jr.
Administrative Assistant
Voter Education Project
Southern Regional Council, Inc.
5 Forsyth Street, N. W.
Atlanta, Georgia 30303

Dear Thad:

We have a third workshop in the Georgia Series on Community Problems, and I plan to be in Atlanta about October 18 or 19th.

At that time I would like very much to meet with you, Vernon, and Weldon Rougeau to discuss SEDFRE and VEP activities.

Enclosed is a schedule of the Series. My best regards to you and my other friends at SRC; I look forward to seeing you soon.

Sincerely,

Ronnie M. Moore
Director, Leadership Development

RMM:at
Enc.

cc: M. Rich

SEDFRE INTER-OFFICE MEMORANDUM

To: Marvin Rich October 16, 1967

From: Ronnie Moore

It seems to me that it is time we got some work done on the School Board Seminar, with regard to transcribing the tapes. We can go about it one of two ways. First, we can allow a transcribing company to do the job and it will cost about $550. Secondly, we can buy the equipment so that we will be prepared, not only to do the School Board job, but future jobs as well. The cost of the equipment is rogghly $390.

To do the first one is simple; we pay the money. To do the latter we have to consider staff time and how often we will be transcribing tapes in the future.

Let's discuss this soon.

RMM:at

SEDFRE INTER-OFFICE MEMORANDUM

To: Marvin Rich October 20, 1967

From: Ronnie Moore

Some time back I sent you a memo requesting that you submit a proposal to the Inter-Faith Group on Community Organization.

Leon Modeste told me the other day that the group is considering spending a great deal of money on leadership training and he is in a position to put in a good word for us.

Let's get something in post haste.

RMM:at

S E D F R E I N T E R - O F F I C E M E M O R A N D U M

To: Carl Rachlin, Esq. October 23, 1967

From: Ronnie Moore

The third workshop in the Georgia Series, entitled Community Problems, is set for November 10-12. I would like very much for you to attend as a resource person and discuss:

1. Individual rights under the National Constitution dealing with the Bill of Rights and the 13, 14, and 15th amendments.

2. Civil Rights Act of 1964.

The discussion may lead to other topics such as the legal rights of the poor, OEO legal services programs and the rights of welfare clients.

The trainees will come from the State of Georgia and therefore some attention should be given to welfare rights under Georgia State laws.

RMM:at

S E D F R E I N T E R - O F F I C E M E M O R A N D U M

To: Marvin Rich October 23, 1967

From: Ronnie Moore

Within the next few months we will be considering persons to be sent to the NTL Community Leadership Laboratory in Bethel, Maine.

At the present time I am thinking about:

James McCain
Herbert Callendar
Laree Bell
Robert Wechsler

RMM:at

SCHOLARSHIP, EDUCATION AND DEFENSE
FUND FOR RACIAL EQUALITY
150 Nassau Street - Room 1030
New York, N.Y. 10038 964-8210

M E M O R A N D U M

October 31, 1967

TO: Members of the Board

FROM: Marvin Rich MR

SUBJECT: Suggestions for Improving Communication between SEDFRE Board and Staff

For some time, I have been trying to develop a format which would open better lines of communication between the Board and the staff. I believe the Board would like to have more information on the day to day operation of SEDFRE programs and more perspective on how the SEDFRE program fits into developing trends in the civil rights movement. To accomplish this, I would like to suggest that we would hold a series of People and Program Roundtables.

The mechanics of the Roundtable Luncheons would be approximately as follows: We would hold one Roundtable Luncheon a month at a location to be selected (somewhere in mid-town Manhattan). Lunch would begin promptly at 12:00 or 12:30 (depending on preferences) and would break up promptly an hour and a half later. There would be a fixed price and probably a relatively fixed and simple menu.

The format would be to select a different topic for each luncheon. The staff member(s) responsible for that program area would lead an informal discussion of the SEDFRE program and new directions. One or two closely involves resource persons might also attend. While all Board members would be notified of each lunch and subject, it is hoped that Board members would attend those Roundtables in their area of special interest and involvement. They would also be encouraged to bring friends interested in the Roundtable subject of the day.

We would hope for a real free-for-all discussion that would enable the staff to discuss program in depth (which is not possible at Board meetings) and to allow Board members and guests to have a fruitful exchange with staff and with each other. The emphasis would be on informality. Lunch and talk would be combined. We would not seek quantity attendance, but would hope for a cross-section of Board and guests to hold a meaningful discussion.

Example of the subjects I have in mind for Roundtable luncheons are:

1. Welfare. Discussion with Shirley Lacy and one of the welfare clients about our program in Newark with perhaps an outside resource person to focus discussion on the national implications.

2. A discussion with James McCain on the implications of the 1966 elections in the south.

3. Discussion of changing patterns of legal services to the poor, etc.

4. Sensitivity Training. Discussion of the use of this technique in leadership development with showing of recent video-tapes.

Would you please give me your reaction to these ideas. First, are you interested? Second, would you attend? And third, what are your ideas of modifications of the format? Please use the bottom of this page to send me your comments. Thank you.

COMMENTS:

M E M O R A N D U M

October 31, 1967

TO: Marvin Rich, Hank Smith, Lou Smith

FROM: Ronnie Moore

SUBJECT: Television Show on Wednesday, November 8, 1967

Today I talked to Ruth Warwick, movie actress of Peyton Place television series, regarding a fifteen minute presentation on Operation Bootstrap to be televised on the Today Show November 8, 1967. I agreed to help organize a circle discussion on black-white relations. The group discussion should involve five to six persons. Four participants, two black and two white, must be recruited and selected by SEDFRE. Our five to six minute presentation should merely be a discussion of how it feels to be black, and how it feels to be white.

It seems to me that all persons taking part should go through at least one day of practice, Novembor 7th, in order for the televised time to show the most important reactions and feelings underlining black-white relations. Needless to say, I will not be able to organize this project as I will be in Pawling, New York. Hank Smith is in charge of this endeavor. As soon as the persons are selected, Hank should call Ruth Warwick at area code 213-456-62788 and arrange time and place for practice and final arrangements. Darlean Shu of the NBC Today Show should call our office regarding the above. If for some reason we have a need to call her first, she may be contacted at CI 78300 ext. 2041, New York City.

By the way, Lou Smith requested that we give him $100.00 on air travel from Los Angeles to New York. I made it quite clear that we are broke.

S E D F R E

I N T E R - O F F I C E M E M O R A N D U M

To: Marvin Rich

November 4, 1967

From: Ronnie Moore

Subject: Involving Industry

Hank brought to my attention that SEDFRE can involve industry in the following ways:

1. Train their community relations staff members.

2. Secure financial and/or manpower support for our seminars.

3. Get their employees to do research for us.

Hank and I will meet with Bob Garrett, engineer, who attended our Norma, NJ workshop, and Jean Esquerre, 193 Broadway, Greenlawn, NY 11740, residence phone AN 1-9561, office phone, LR 5-1681 - shortly, to discuss these and other ways.

Recently, Robert Kennedy reminded the American Jewish Committee that industry has a responsibility to do something. The Urban League has been successful in involving industry and so has ICBO. Neither group has accomplished noticeable results, but industry doesn't care as long as it get tax exemptions for its contributions, or favorable public relations.

RMM:at
cc: H. Smith

SEDFRE

INTER-OFFICE MEMORANDUM

To: Marvin Rich November 4, 1967

From: Ronnie Moore

Subject: Drafting Proposals for Demonstration Projects

1. Members of CAP Board of Directors

   a) Policy making
   b) Problem solving
   c) Intra-organizational relations

2. Staff Members of CAP

   a) Field supervision
   b) Leadership development
   c) Community organization
   d) Program development

Format may be either a national academy or a center in a given area.

RMM:at

November 6, 1967

Mr. Jack Bailey
Architects' Renewal Committee in Harlem
306 Lenox Avenue
New York, New York

Dear Mr. Bailey:

As per our telephone conversation of today, I am enclosing background material on SEDFRE as follows:

Black Brochure (general outline of SEDFRE's activities)
Your Welfare Rights
Political Strength - How to Get It
Background Information - July, 1967
Reprint from the New York Times on School Board Seminar

I sincerely hope you will find this reading matter to your liking. My real desire is that it will build enthusiasm enough to give us an opportunity to meet and discuss what we feel to be a good idea; namely, an "Urban Renewal Workshop" for early next year.

I am available at your convenience; I hope to hear from you soon.

With a compulsive need to serve,

Henry G. Smith, Jr.
Staff Associate

HGS:at
Enc.

November 7, 1967

Mr. Asberry B. Butler, Esq.
4902 Scott Street
Houston, Texas 77004

Dear Bro Butler:

Please excuse the long delay ---------- in sending you the materials on "Personal Bankruptcy". I sincerely hope you were not hanging by your thumbs all this time, however, at long last I am putting this material in the mail.

Please keep me posted on the effects this program has. May I suggest that this technique be used with caution in view of the fact that it may be a two-edged-sword.

With a compulsive need to serve,

Henry G. Smith, Jr.
Staff Associate

HGS:lb

S E D F R E

INTER-OFFICE MEMORANDUM

To: Marvin Rich, Spiver Gordon, Hank Smith — November 10, 1967

From: Ronnie Moore

Subject: Work Assignments

From November 12 through 21st I will be in Jackson, Miss., and from November 27 to December 2 I will be at the Mt. Beulah Conference Center in Edwards, Miss. First dates are for CDGM and the second for SCEF, I am completing CDGMs contract and training trainers for SCEF.

From November 14 through November 28 Spiver Gordon will be on his vacation. His next check should include an extra one week's pay which covers the third week of his vacation, which he is not taking. In December, Spiver will begin organizing the final workshop in the Georgia series, which will be on leadership techniques, and also begin selecting participants for the Mobile Workshop Series, which will be conducted in Alabama, at the end of January, 1968.

In November and December, Hank will be doing the following:

1. Organize specialized seminars. Example: Negroes, Jews and Puerto Ricans and City Councilman Urban Renewal, and train Board of Directors of M.E.N.D.

2. Involve industry by working with the black executives at Grumman.

3. Organize the final workshop in the North Atlantic Training Trainers Series for January, 1968.

4. Curriculum and material development.

Hank will be taking his vacation December 17 through 23rd. Laree Bell will take her vacation at the same time.

RMM:at
cc: Laree Bell

S E D F R E

INTER-OFFICE MEMORANDUM

To: Marvin Rich, Spiver Gordon, Hank Smith November 10, 1967

From: Ronnie Moore

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3. Organize the final workshop in the North Atlantic Training Trainers Series for January, 1968.

4. Curriculum and material development.

Hank will be taking his vacation December 17 through 23rd. Laree Bell will take her vacation at the same time.

RMM:ai
cc: Laree Bell

November 20, 1967

Mrs. Carrie S. Perry
CRT 18 Asylum Street
Hartford, Conn.

Dear Mrs. Perry:

I am very sorry to inform you that due to previous committments, I am unable to meet with you on Tuesday November 21, 1967.

Hoping that time will allow us to meet in the very near future.

With a compulsive need to serve.

Henry C. Smith, Jr.

HCS/ey

M E M O R A N D U M

November 20, 1967

TO: Ronnie Moore

FROM: Marvin Rich

SUBJECT: Leadership Development Prospectus M R

The Prospectus is returned with comments. On page three I note an evaluation of the first year of the program. However, we have now completed two years, have trained some 2300 citizen-leaders from more than 120 communities. I am not sure, but I rather believe that more than 30 of our participants have been elected to office, etc, etc, etc.

SCHOLARSHIP,
EDUCATION AND
DEFENSE
FUND FOR
RACIAL EQUALITY inc.
150 NASSAU STREET
NEW YORK, N.Y. 10038
TELEPHONE 964-8210

November 15, 1967

Mr. Marvin Rich
~~Mr.~~ ~~Henry~~ ~~G.~~ ~~Smith~~ ~~Jr.~~

Dear ~~Hank~~ Marv:

Recently I talked to you about the enclosed Leadership Development Prospectus. It has been some time since we have met to discuss and evaluate SEDFRE's leadership development efforts.

I am also enclosing a memorandum so that you can indicate your availability.

Sincerely,

Ronnie M. Moore

RMM:at
Encs.

Contributions are deductible for income tax purposes

■ *president;* Andrew E. Norman ■ *vice presidents;* William S. Ellis, Nannette Sachs ■ *secretary;* Ezra Levin ■ *treasurer;* Shelley Appleton ■ *executive director;* Marvin Rich ■ *leadership development director;* Ronnie M. Moore ■ *legal director;* Carl Rachlin ■ *BOARD OF DIRECTORS;* Nils R. Douglas, *chairman* ■ Robert Ausnit ■ James Baldwin ■ Katrina McCormick Barnes ■ Canon James P. Breeden ■ Robert Curvin ■ Charlotte Devree ■ Robert F. Drinan, S. J. ■ John Henry Faulk ■ Michael O. Finkelstein ■ Doris Freedman ■ Dr. Edward L. Gibson ■ James T. Harris ■ Claude Heckscher ■ Norman Hill ■ Clarence B. Jones ■ Dr. Archie Lacey ■ Joann List Levinson ■ Leon Modeste ■ Henry Morgenthau, III ■ Dr. William Stuart Nelson ■ Richard J. Schwartz ■ Elaine Slater ■ Norman Thomas ■ Rowland Watts ■ Pearl L. Willen

LEADERSHIP DEVELOPMENT PROSPECTUS
1967 - 70

Prepared by: SCHOLARSHIP, EDUCATION AND DEFENSE FUND FOR RACIAL EQUALITY, INC.
150 Nassau Street - Room 1030, New York, New York 10038

Ronnie M. Moore - Director, Leadership Development
Marvin Rich - Executive Director

(No portion of this Prospectus is to be quoted or duplicated without permission of SEDFRE).

November, 1967

SEDFRE's Leadership Training Program is designed to educate local citizen-leaders in the social, economic and political techniques that can achieve community goals in modern society. The civil rights movement has generated cadres of new leaders in every community who have energy and determination but who lack the experience and skills to achieve their goals. They suffer the ultimate frustration of perceiving problems but not the means to solve them. They are not familiar with the network of community organization, nor do they know the public and private resources available to them. They have the instincts to lead but not the tools of leadership. The trained leader, on the other hand, can achieve goals. His skills can help compensate for lack of funds and for the inexperience of the rank and file in the community.

General Description of Program

The training provided by SEDFRE takes several forms geared to differing needs of citizen-leaders in various parts of the country. The form and content are constantly adapted to meet rapidly changing conditions within communities. During the first year-and-a-half of the program, we have experimented with a variety of approaches to training.

At the primary level SEDFRE training consists of a Mobile Workshop Series (for details see Appendix A) held for four weekends in a given community. Four such series have been completed; one is in progress. This series treats basic subjects that are important to all community leaders. Some of the most promising participants in the Mobile Series are selected for more intensive training in the Training Trainers Series (see Appendix B) so that they can improve the skills of others in their communities with the maximum multiplier effect. *Specialized Seminars focus in detail on a single phase of major importance in community action, such as how to campaign for political office or the management of cooperatives. SEDFRE also proposes to open an Urban Training Center (see Appendix D) which will provide a six months course of instruction for emerging leaders at work in every phase of communal development. This would be developed as a prototype center that could be duplicated in other communities.

Premises of Program

It is SEDFRE's conviction, strongly reinforced by experience, that leadership training is most effective when it relates directly to the current needs of the participants. SEDFRE training success also derives from the deep-rooted and continuing relationship which the staff maintains with the community activists, its understanding of their developing outlook and needs. Resource people are selected for their competence in their field and for their ability to communicate effectively with citizen-leaders. Sessions are always conducted as an exchange between resource persons and participants. Each workshop is adapted to the needs of the participants as they are foreseen and as they develop.

*See Appendix C

Premises of Program (cont'd)

Because of the mutual trust that exists between SEDFRE and local groups, we have successfully used such creative techniques as sensitivity training, socio-dramas and case studies. We believe we are the first to conduct sustained experiments in these methods with groups of limited educational background.

The structure and outlook of SEDFRE are uniquely suited to providing training services. SEDFRE is a national organization with national focus on training problems. Since it is not a membership organization, it does not compete with local groups in either program or fund raising, nor does it threaten their autonomy. Because SEDFRE has no axe to grind in local situations, it is able to serve impartially all the active groups within a community. Often, the training programs pave the way for better cooperation and communication among organizations within a community or through an entire region or state. Training sessions help to focus on programs for action rather than questions of ideology.

Extent of Program to Date

Each of these training ventures was organized in response to requests from local groups and in consultation with them. These continuing contacts enable SEDFRE quickly to perceive common developments that call for specialized training. One example is the growth of civic and voter organizations among Negroes in the South -- a result both of increased registration and of mounting self-confidence. SEDFRE has devised the Citizen Education Workshops for leaders in local organizations, candidates and office holders wishing to broaden their knowledge of the political process and improve their ability to participate in it. Out of this series, in turn, has emerged a workshop planned with the cooperation of the Department of Health, Education and Welfare, which will bring together newly elected Negro members of school boards in the South. It will brief these officials on their responsibilities and sources of financial and program assistance, and will cover important topics in educational administration. As the SEDFRE program has become better known, the demand for services has far exceeded our financial and personnel capacity.

Selection of Trainees

Trainees for the primary programs are selected on the basis of experience in community work, positions of respect and influence within the community, familiarity with social problems, and recommendation of a local organization. Every effort is made to secure participation from the entire spectrum of organizations active in the communities served. Participants are usually required to submit simple, formal applications, and are interviewed by a member of the SEDFRE field staff. The screening process is designed to select trainees who seriously seek knowledge and who are committed to using their newly developed skills in constructive community action.

Faculty

SEDFRE has been fortunate in being able to attract experts from government, education and communal organizations to serve voluntarily as

Faculty (cont'd.)

resource persons and discussion leaders for training programs. They have been selected for their ability to communicate and develop rapport with our trainees as well as for their specialized knowledge. Many faculty members have volunteered their services repeatedly because of their enthusiasm for the quality of the participants and the dynamism of the program. Among the faculty members are:

Dr. William Gellermann, Assistant Professor of Industrial and Labor Relations, New York State School of Industrial and Labor Relations, Cornell University

Mr. Howard Glickstein, General Counsel, U. S. Commission on Civil Rights

Mr. Robert Gore, Assistant Director of Public Relations, Mobilization for Youth

Mr. Norman Hill, Legislative Representative, Industrial Union Department, AFL-CIO

Mr. August Meier, Professor of History, Roosevelt University, Chicago, Illinois

Mr. Leon Modeste, Field Consultant, Division of Community Services, Executive Council of the Episcopal Church

Mr. Leon Shull, Executive Director, Americans for Democratic Action

The Honorable Percy Sutton, Borough President of Manhattan

Mrs. Mary Weaver, Program Analyst, U. S. Department of Health, Education and Welfare

Dr. Preston Wilcox, Associate Professor of Social Work, Columbia School of Social Work

Evaluation

In the first year of the program approximately 1,200 citizen-leaders received training through the Mobile Workshop Series, Specialized Seminars and the Training Trainers Programs. Evidence of the seriousness of the participants and the value they place on the training is the 85% attendance-through-completion rate of those who start the Mobile Workshop Series. Fourteen of the participants in our Specialized Seminars on Citizenship Education have been elected to public office in Louisiana, Florida and South Carolina. They hold such positions as magistrate, road commissioner, school board member and county committeeman. We believe that more than half of the non-professional Negroes now conducting sensitivity training sessions in the entire country have been trained by SEDFRE in the Training Trainers Program. While it is not our purpose to train staff, at least ten of our trainees have become staff members of civil rights organizations, poverty groups or trade unions.

A list of the workshops conducted is attached. (Appendix E).

Proposal

In the three-year period (1967-1970) we plan to provide training for approximately 16,000 citizen-leaders at a program cost of $752,510. This sum will provide for direction, staffing, travel and other expenses of participants and resource people, as well as for informational materials. Our plans call for six Mobile Leadership Development Series each year, a Training Trainers Institute, five week-end and two week-long Specialized Seminars and two full six month cycles of the first Urban Training Center. Flexibility will be maintained throughout the program. Subject matter will be adapted in each Mobile Series to meet the needs of participants. Specialized institutes will be developed and the relative mix of these four programs will be adjusted as needed. Useful written and filmed material will be evaluated and new materials will be developed and disseminated. (See Materials Development - Appendix F).

We believe that this program constitutes significant attempts to train many of the new cadres of leadership required in the civil rights movement.

MOBILE WORKSHOP SERIES

Appendix A

This is the basic training series, each of which draws about 60 citizen-leaders from community organizations for four week-end workshops. Six series are planned each year. We shall run the series on a state by state basis.

Employing principles of group dynamics the workshop develops self-awareness on the part of partipants in the belief that understanding one's own behavior in group interaction is a requisite for effective leadership.

With the objective of developing leadership skills through laboratory and lecture methods, the Mobile Workshop Series organizes its curriculum as follows:

A. Sensitivity Training
Focuses attention on individual, small group, and large organization problems in community decision-making and action. The aim is to promote more effective analysis and action in organizations. The basic subject matter is the immediate behavior of the participants.

B. Techniques of Leadership
The objective is to increase the work skills of the participants. Topics include: 1) how to set up and run an organization; 2) how to define goals; 3) how to minimize conflict and maximize agreement; 4) how to recognize and influence those in positions of power.

C. Community Problems
This introductory study provides instruction on police-community relations, housing, employment, education, health and welfare. Relevant local state and federal laws are studied with emphasis on how local groups can qualify for and utilize public programs. Important community action cases are studied in order to devise general principles for solving problems and achieving goals.

D. Problems of Citizenship
This session is a practical introduction to public affairs including discussion of the functions of and ways of influencing city, county and state governments, policies, platforms and personalities of American political parties. It provides training in methods of effective organization and campaigning.

Consultation and assistance will be available from SEDFRE national office to the trainees, when requested by the participants, and/or advised by the field representative. Additional follow-up work includes:

1. Helping trainees to define, evaluate and fulfill their needs.
2. Assisting the trainees in writing community case studies. These will be the subject matter evaluated in the workshops.
3. Conducting one-day training sessions in each city. These sessions will cover sensitivity training and seminars on urban problems and community organization.
4. Resource persons keeping in written and oral contact with the students.

TRAINING TRAINERS INSTITUTE Appendix B

SEDFRE plans to sponsor an annual three week institute for the purpose of training future trainers. While conducting mobile workshops SEDFRE discovers potential trainers. SEDFRE considers this a vital function because the training of trainers makes it possible to provide basic services to a larger number of organizations.

SEDFRE is well acquainted with the people it will train to become trainers; it has worked with them in their cities, brought them together in specialized workshops or participated with them in other ways. They know SEDFRE and SEDFRE knows them. A mutual trust and a desire to communicate fully have been established.

The faculty for the training trainers series consists of both professional and non-professional resource persons who have been successful in utilizing laboratory and conventional training methods in past SEDFRE programs.

The objectives of the series will be to teach the potential trainers to:

1. Seek out information essential for programming by local civil rights groups;

2. Develop and prepare materials in lay language;

3. Run sensitivity training groups;

4. Impart knowledge on urban problems and possible program activities, social legislation and community organization;

5. Teach leadership techniques such as parliamentary procedures, how to run meetings, how to conduct workshops, public relations, fund raising, how to file complaints and affidavits and related subjects;

6. Utilize training techniques including buzz groups, discussion leadership seminars, case analysis, role playing, back-to-back film presentations and audio visual materials.

The participants will be given individual and group attention. All the resources and experience of the SEDFRE Leadership Development Department will be utilized to bring about maximum results. Total enrollment will consist of 125 students selected from groups in approximately 36 cities. These groups will have participated in SEDFRE basic training programs during the year.

The persons attending the institute will return to their communities with the skills and a commitment to train 100 community activists in each city; therefore extending our efforts to reach approximately 3,600 community workers. SEDFRE will follow up when they return to their own areas by providing counselling and resource persons.

SPECIALIZED SEMINARS Appendix C

Frequently trainees who participate in our program ask us to provide regional, state or county workshops designed to deal in greater depth with specific problem areas. Our experience indicates there is a need for specialized training for citizen-leaders who desire to form credit unions, producer cooperatives, consumer education seminars. Still others require training to perform effectively as school board officials, justices of the peace or magistrates, and other offices of city, county and state government. Many potential and present Negro public officials have the ability and desire to learn and serve their constituents but they lack confidence and knowhow, both in methods of campaigning and in the responsibilities of the offices they seek or hold.

Some local organizations have been formed around particular issues and they seek knowledge for effective programming in order to keep their organizations alive and actively engaged in community action. Such organizations like welfare groups and tenant associations need training in depth on laws, public programs and related information which deal directly with the day to day knowledge required to keep their organizations going.

SEDFRE is prepared to offer such technical assistance to indigenous community groups. We are also prepared to follow workshop contacts with continuing technical assistance.

URBAN TRAINING CENTER

Appendix D

The Urban Training Center is designed to provide a full range of training services to citizen-leaders and members of local organizations in a selected community. It is anticipated that the Center will give intensive training to sixty leaders over a six month period. It will also influence the development of approximately 200 community activists through 14 one-day seminars, a Basic Leadership Development Series (see Appendix A) and specialized and advanced training.

Since the six month program of the Center will be repeated within the year, SEDFRE thus will reach more than 500 trainees annually.

The goals of the Center will be:

1. To produce an input of training, leadership technique and skilled resource personnel in a community in order to achieve greater involvement of its citizen-leaders and their constituents;

2. To make available specialized and technical training for local groups when needed;

3. To make available daily counselling on organizational and individual development to citizen-leaders who confront problems in community work and desire individual attention, especially with reference to seeking out information, developing skills in communication and related topics;

4. To increase communication among citizen-leaders who operate at different levels of development and from different frames of reference;

5. To develop attitudes which encourage teamwork among citizen-leaders and within local organizations by offering sensitivity training sessions to local groups, as well as to the participants in the program;

6. To establish a center which becomes a neutral community focus for talent, ideas and energy. Essential to the operations of the center is a staff who will run it, aided by the total training resources of SEDFRE's leadership development program;

7. To reach the audience that university urban development centers have not reached. Community involvement is imperative so that the center will reflect at all times its potential for meeting the needs of its enrollees.

A community advisory committee will be established to review and evaluate its activities and policies and to make recommendations for its operation. The intensive leadership training program is proposed as a model

Urban Training Center - Appendix D (continued)

that can be duplicated in another city each year.

Selection of the city for the intensive program will be based on the following criteria:

1. The number of local groups engaged in community action and the nature of their activities and programs;

2. The availability of training resources in the area;

3. Requests by citizen-leaders for intensive training.

SIX MONTH FORMAT

First Month

First Week	-	Sensitivity Training
Second Week	-	The nature and background of the community's economic life
Third Week	-	The nature and background of the community's economic life
Fourth Week	-	Housing Problems

Second Month - Leadership Development Series - Sensitivity Training

First Week	-	Housing Problems
Third Week	-	Education

Third Month - Leadership Development Series - Urban Problems

First Week	-	Education
Third Week	-	Social Welfare Problems

Fourth Month - Leadership Development Series - Citizenship Education

First Week	-	Social Welfare Problems
Third Week	-	Specialized Training

Fifth Month - Leadership Development Series - Leadership Techniques

First Week	-	Specialized Training
Third Week	-	Community Organization

Sixth Month - Weekend Workshop Specialized Training

First Week	-	Community Organization
Third Week	-	Community Organization

APPENDIX F

SEDFRE WORKSHOPS COMPLETED FY SEPTEMBER 1, 1965 THROUGH AUGUST 31, 1966

TITLE	DATE	DURATION	LOCATION	PARTICIPANTS	DESCRIPTION
Specialized Seminars					
Sensitivity Training	Sept., 1965	7 Days	Beacon, NY	25 Field staff of national civil rights organizations	Sensitivity training focuses attention on individual small group and organizational problems in community decision-making and action. The aim is to promote more effective group analysis and action.
Discussion Leaders Inst.	May, 1966	Weekend	Alexandria, Va.	25 Citizen-leaders from several states in North, East and South.	Institute covered techniques of holding effective group discussions with emphasis on the role of the chairman and group dynamics.
Citizenship Education Southern Regional	July, 1966	5 Days	Frogmore, So. Carolina	130 In our regional and state seminars, the participants are campaign workers and candidates for public office.	These educational workshops are a practical introductory course to public affairs, including study of the political process and how to use it to achieve change.
Voter Registration Conferences	May, 1966	1 Day	Tallahassee, Florida	64 Citizen-leaders interested in conducting voter registration campaigns.	Conferences dealt with essentials of getting unregistered voters on registration books. Emphasis was on canvassing, transportation, follow-up and use of voting machine
Community Organization	July, 1966	5 Days	Baltimore, Md.	125 Citizen-leaders	Problems of community organization were discussed using the case-study method and emphasizing organizing principles including community analysis, management of conflict and operational strategies.
Cooperative Structure and Management	July, 1966	1 Day	Jackson, Miss.	100 Citizen-leaders of the Poor Peoples Corp.	Workshop provided indigenous leader with an introduction to the structure, problems and administration of cooperatives.

APPENDIX E

SEDFRE Workshops Completed FY September 1, 1965 Through August 31, 1966

TITLE	DATE	DURATION	LOCATION	PARTICIPANTS	DESCRIPTION
Mobile Leadership Series					
La. - Miss.	Jan.-April 1966	4 Weekends one month apart	Edwards, Miss.	78 Indigenous Leaders and field staff of national civil rights organizations working in La. and Miss.	Series consists of weekend seminars on law, urban problems, community organization and leadership techniques.
Mid-Atlantic	Feb.-May 1966	Same as above	Norma, N.J.	68 Community activists from the Mid-Atlantic Region.	Same as above.
So. Carolina - Florida	Apr.-July 1966	Same as above	Frogmore, So. Carolina	73 Trainees from So. Carolina and Florida	Same as above.

APPENDIX E

SEDFRE WORKSHOPS COMPLETED FY SEPTEMBER 1, 1966 THROUGH AUGUST 31, 1967

TITLE	DATE	DURATION	LOCATION	PARTICIPANTS	DESCRIPTION
Specialized Seminars					
1) Citizenship Education					
Florida	Sept. '66	Weekend	Jacksonville	57 Participants are campaign	A practical introductory course to public affairs, including methods of campaigning and securing benefits fo the community.
So. Carolina	Nov. '66	Weekend	Frogmore	62 workers and candidates for	
Louisiana	Dec. '66	Weekend	Plaquemine	58 public office.	
Key Counties, Fla., La. & So. Carolina	Jan.-July 1967	1 Day	30 Key counties in Fla., La. and So. Caro.	Approx. 50 political activists were trained in each county, totaling 1,500 trainees	Same as above.
2) Sensitivity Training					
	Nov. '66	Weekend	Suffolk Co., NY	77 Citizen-leaders	Sensitivity training focuses attention on individual small group and organizational problems in community decision-making and action. The aim is to promote more effective group analysis and action
	Dec. '66	Weekend	Baltimore, Md.	68 Citizen-leaders	
	Jan.-July 1967	Weekend	New York City	50 Staff of Massive Economic Neighborhood Development (M.E.N.D.)	
	Aug. '67	1 Week	New York City	20 Staff of Strycker's Bay Neighborhood Council	
	Aug. '67	1 Week	Mississippi	50 Staff of Child Development Group of Mississippi	
	Aug. '67	1 Week	Mississippi	50 Board of Directors of C.D.G.M.	
3) Voter Registration Conference	Nov. '66	1 Day	Plaquemine, La.	46 Citizen-leaders interested in conducting voter registration campaigns.	Dealt with essentials of getting unregistered voters on books. Emphasis was on canvassing, transportation, follow-up and use of voting machines.
4) Welfare	Jan.-June 1967	72 Evening Sessions	New York City	20 Participants of Stryckers Bay Neighborhood Council/ Community Action Project	Organizational development and programming for Westside Welfare Recipients League.

TITLE	DATE	DURATION	LOCATION	PARTICIPANTS	DESCRIPTION
5) School Board Seminar	Aug., '67	4 Days	Warrenton, Va.	35 Participants newly elected to Southern school boards	To acquaint participants with their responsibilities, duties, problems and sources of assistance as school board members.
6) Consultation on Training Designs	May, '67	5 Hours	New York City	10 Members of Board of Directors and staff of the Puerto Rican Community Development Corporation..	Defining the training needs and resources within the Corporation.
Mobile Leadership Series					
California	Nov.-Apr. 1966-67	6 Weekends	Camp deBenneville Pines, Angeles Oaks, Calif.	80 Community activists from California.	Seminars consisted of discussions on law, urban problems, community organization and leadership techniques.
Georgia	July 1967	1 Weekend	Sparta, Georgia	65 Community activists from Georgia	Series consists of weekend seminars on citizenship education, community problems, leadership techniques and sensitivity training.
Training Trainers Institute					
	Feb., '67	1 Weekend	Wappinger Falls, New York	77 Laboratory Training	These Institutes train active community leaders to develop emerging leaders in their communities
	Apr., '67	1 Weekend	Camp Linwood, N.J.	49 Training Citizen-Leaders to teach others	
	May, '67	1 Day	Baltimore, Md.	27 Citizenship education	
	May, '67	1 Day	Dorchester, Mass.	20 Citizenship education	

APPENDIX E

TITLE	DATE	DURATION	LOCATION	PARTICIPANTS	DESCRIPTION
TRAINING TRAINERS INSTITUTES	June '67	5 One day workshops	Syracuse, New York	47-Welfare Rights	
			Rockville Centre, New York	22-Welfare Rights	
			Springfield, Mass.	15-Sensitivity Training	
			Mt. Vernon, New York	35-Welfare Rights/Community Organization	
			Bronx, New York	33-Sensitivity Training	
	July '67	3 One day workshops	Mt. Vernon, New York	35-Community Organization	
			Dorchester, Mass.	37-Citizenship Education	
			Bronx, New York	20-Group Organization/ Sensitivity Training	
	Aug' 67	2 One day workshops	Southampton, New York.	39-Community Organization	
			Mt. Vernon, New York	30-Citizenship Education	

MATERIALS DEVELOPMENT

Appendix F

Many mistakes are made in communities because methods of effective community action are seldom recorded and disseminated. Information manuals and films, based on wide experience, must be developed to give organizational and programmatic assistance to local groups. The handful of scattered materials already developed must be purchased and made available to community groups. The following topics should be developed:

1. Urban problems with emphasis on effective organizational methods and programming utilized by indigenous groups to overcome isolation in the democratic process;

2. Highlights of Sensitivity Training Sessions involving community activists of various cultural backgrounds;

3. Leadership Techniques dealing with skills such as public relations, fund raising, securing cooperation from existing organizations, and related topics;

4. A training techniques handbook for citizen trainers.

Lay leaders who have an abundance of natural wisdom but limited academic background, need materials written in lay language. Our political manual - POLITICAL STRENGTH - HOW TO GET IT - is an example of such resource material. It is a clearly presented, practical guide that has quickly achieved wide usage by activists in both the North and the South.

In our workshops it is necessary to use video-tape in training. This gives flexibility for evolutionary development of materials, immediate feedback from trainees, sharpening of participants' listening skills, conference techniques and role playing. Other necessary audio-visual equipment includes opaque projectors, tape recorders and motion picture projectors. Total cost for this project, including staff and materials, would come to $39,500 the first year, $35,550 the second year, and $36,350 the third year.

SEDFRE INTER-OFFICE MEMORANDUM

To: Marvin Rich November 27, 1967

From: Ronnie M. Moore

Are you interested in giving $200 in order for us to get a print of the film described in the attached material? If so, when?

RMM:at
Attachments

COPY

AMERICAN DOCUMENTARY FILMS, INC.

144 BLEECKER STREET · NEW YORK · NEW YORK 10012 · (212) GR 7-5120

NOV 17 1967

"I AM CONCERNED WITH THE LIVING, I AM CONCERNED WITH A NEW MORALITY, AND A NEW CREATION."

James Baldwin

To be "concerned with the living" means to act now in such a way that all Americans realize that we are in the midst of a revolutionary storm.

The risings in the Black ghettos have saved countless Vietnamese and American lives. For it is the fire in the city which has stripped away the mask of hypocrisy under which the war in Vietnam is being waged. The Black question and the Peace question are now revealed as one: the question of human freedom.

The sham of "the great society" was necessary for the war against the Vietnamese people, and it has been necessary for the war against the Black people. How else could Washington maintain its moral posture? Now Black citizens with molotov cocktails and paratroopers with rifle butts have told us, and the world, about reality. We must move with all urgency now, on every conceivable level, to consolidate this awareness of reality.

Much of this we saw coming when we made our first film, SONS AND DAUGHTERS. That is why the film is devoted to the protest against the war and the struggle in the Black ghetto.

Now we are beginning the production of a new film, REVOLUTION IN BLACK AMERICA. The most urgent theme of this film will be to reveal the reality of life in the ghetto, the changing consciousness in the Black community, and to reach that white America which has imprisoned its honesty and moral courage behind the illusory walls of suburbia.

With much suffering and loss of life a great victory has been won for all of us by Black people. The sham, the hypocrisy, and the lies are revealed and we can go forward toward the truth.

We need your help. We call upon you to assist in making this film, REVOLUTION IN BLACK AMERICA.

Venceremos,

Jerry Stoll

Jerry Stoll

SEDFRE — INTER-OFFICE MEMORANDUM

To: Marvin Rich — December 6, 1967

From: Ronnie M. Moore

Subject: Work Assignment in Los Angeles, California

In late December I plan to go to Los Angeles to do the following:

1. Confer with the Los Angeles Police Department regarding our Workshops on Community Relations.

2. Confer with Robert Hall of Operations Bootstrap concerning SEDFRE's activities in 1968.

If you have any suggestions as to other tasks, please let me know. Comments as to approaches and commitments are needed.

COPY

RMM:at

S E D F R E I N T E R - O F F I C E M E M O R A N D U M

To: Marvin Rich

From: Ronnie Moore

December 6, 1967

Please plan to arrive in Jackson early Friday afternoon. If you call me at the Downtowner Motor Inn, 948-6161, I will arrange to have someone meet you at the airport.

Please be prepared to discuss the following:

1. Money raising and publicity.

2. Working relations with governmental agencies, particularly O.E.O.

3. Intergroup relations within a given community; for example: the Negro middle class, various indigenous groups, national civil rights organizations, etc.

RMM:at

S. E. D. F. R. E. December 14, 1967

M E M O R A N D U M

To: Pending File December 14, 1967

From: Ronnie Moore

Subject: Training Exercises for Cooperative Organizers

1. Problem Analysis and Strategy Planning
2. Communication
3. Holding Effective Group Discussions
4. Role of the Organizer
5. Making and Finding Leaders
6. Leadership Techniques
7. Inter-Group Relations
8. Process Analysis
9. Content Analysis
10. How to Deal with Frustrations

RMM:at

S. E. D. F. R. E.

INTER-OFFICE MEMORANDUM

To: Marvin Rich

December 15, 1967

From: Ronnie Moore

Subject: A Few Things To Think About

It seems by now we should take some definite steps to evaluate our Leadership Training efforts. The evaluation should consist of taking a hard look at the planning, participatory and follow-up stages of our workshops.

I suggest that we get a university department or carefully select three Ph.D's to interview the trainees who have attended our workshops in the past three years. Particular attention should be given to evaluating the police-community relations lab, the CDGM crash training program, and our numerous Citizenship Education workshops. Later, we should definitely evaluate our training endeavors with SCEF.

Another item I would like to bring to your attention is that we are growing, but yet many persons do not know that we exist. We need publicity. Can we get Ebony, Jet and Look magazines to write articles and take pictures of our workshops? National Education Television did the Louisiana Diary. Do you think that NET would be interested in covering our workshops? If not, why?

Alice is now writing up the minutes of our Leadership Development Advisory Committee meeting on December 12, Tuesday. As soon as the draft is prepared, we can begin work editing it.

RMM:at

National School Board Seminar

MEMORANDUM

December 18, 1967

TO: Ronnie Moore

FROM: Marvin Rich M R

SUBJECT: Attached News Article - "Negro Principals Are Becomming a Rarity in South"

It might be interesting to bring a number of Negro school principals and a number of Negro school teachers from the south into one of the sessions of the next School Board Seminar. The attached clipping discusses one of the problems, but I am sure there are others.

Attachment:

Negro Principals Are Becoming a Rarity in South

Survey Finds Their Decline Is Hastened by Desegregation and School Consolidation

By WALTER RUGABER
Special to The New York Times

ATLANTA, Dec. 17 — Jefferson R. Snipes, a soft-spoken Negro educator with 20 years of experience in administration, has lost two successive assignments as a principal after the public schools in which he worked were desegregated.

Mr. Snipes, who now teaches science at an all-Negro high school near Snow Hill, N.C., said in a telephone interview recently that he had been replaced twice in the last three years by whites with fewer university degrees and less experience.

His predicament is widely duplicated among Negro principals in the South. Moreover, the shift to white administrators, which has important social and economic emplications as well as educational significance, appears to be accelerating.

A survey by the Southern Education Reporting Service, published in the December issue of its Southern Education Report magazine, suggested that the present trend "would make the Negro principal as rare as the one-room school."

"Desegregation and a parallel movement — school consolidation — are hastening the decline and disappearance of Negro principals in almost every Southern and border state," the reporting service concluded.

Caught Up in Change

Mr. Snipes was first caught up in the change during 1965. In the desegregation process at Ashboro, the high school grades of his school were absorbed by a previously all-white unit and a number of Negro teachers were ousted.

Only the elementary grades were left, and while Mr. Snipes might have remained as their principal he said he "wasn't interested in just grades one through six." That fall he became principal of the Mount View School in Morganton.

In the following April, he said, the white superintendent told him that the faculty would be desegregated, adding that he would not be continued as principal. He declined a seventh-grade teaching position and went to Snow Hill.

The demotion, Mr. Snipes said, has reduced his salary by nearly $200 a month. It came at a time, the 52-year-old educator added, when he was working to put two of his own children through college.

Mr. Snipes said he had spent much of his time as a principal counseling Negro students and urging them to attend college. The white principals, he suggested, "won't be interested in that. They'll be working with the white kids mostly."

In addition to his two decades of experience, Mr. Snipes has a master's degree in education. The whites who replaced him at Ashboro and Morganton, he said, had no advanced degrees at the time and no experience as principals.

'Handwriting on the Wall'

There was little discussion of the administrative change in either city, Mr. Snipes said, and no suggestion by the local officials that relative qualifications had been considered.

The Negro administrator complained:

"These people run things just the way they want to. They make a decision overnight and tell us about it the next morning. The handwriting is on the wall. There's no future for us here, especially in administration."

In some instances the Negro principals are less qualified than their white counterparts. But Negro sources see the shift as evidence of a growing desire among local officials to place the schools—substantially desegregated or not—under white control.

"There is a scheme under way to eliminate every vestige of Negro leadership," said Dr. Horace E. Ttate, executive secretary of the Georgia Teachers and Education Association, a Negro professional organization.

"It's an intangible, invisible kind of problem," he said. "The fellows who control the power structure in those towns are just not willing to accord these people [the Negro principals] respect as human beings."

Status in Community

E. B. Palmer, executive secretary of the North Carolina Teachers Association, agreed. Many officials, he said, have "the philosophy that the only way desegregated schools can be run is when there is a white principal."

In hundreds of small Southern towns, the Negro principal, together with the minister and perhaps a few others, comprised the traditional community leadership. As a mark of his status, whites often addressed the principal as "Professor."

"It's true that some of the Negro principals have not been the [aggressive] leaders the community would like them to be," Dr. Tate said. "But often they are the best there is, and when they leave, the people are leaderless."

"I go back to the towns where I used to be," Mr. Snipes said sadly, "and people come to me and say, 'Things sure are quiet around here since you left us.' The people attempt to do nothing progressive."

Mr. Snipes said he had participated in no civil rights demonstration, but he added that he was a member of the National Association for the Advancement of Colored People and had worked hard to develop a number of community projects.

"The change is having a terrific effect on the Negro communities in these towns," Mr. Palmer said. He remarked that Negro educators were often among the most stable economic element, and that their loss was sometimes felt financially.

Also, both Dr. Tate and Mr. Palmer said the change was making Negroes increasingly wary of the projected merger of their professional groups with parallel white associations, a step promoted for years by the National Education Association.

The Reporting Service said no precise figures were available on the rate of administrative change in the South as a whole, but its conclusions were based on an intensive state-by-state survey.

DEC 18 1967

MEMORANDUM

December 18, 1967

TO: Shirley Lacy, Ronnie Moore, Carl Rachlin

FROM: Marvin Rich

SUBJECT: Staff Meeting (Department Heads) Friday, December 22, 1967 at 11 a.m.

I have scheduled a meeting with all of you for Friday, December 22nd. The staff party will begin at 1 p.m. so the meeting will have to be relatively brief, but I do think it important to discuss our plans for the coming year, particularly the way in which all of our programs can be better integrated.

Pending further notice, please note in your calendars that a meeting of the entire SEDFRE staff is being scheduled for Monday, January 8, 1968 at 9:30 a.m.

S.E.D.F.R.E. INTER-OFFICE MEMORANDUM

To: Carl Rachlin December 19, 1967

From: Ronnie Moore

Subject: How to File Complaints

Please develop a manual on the above subject. Attached is some material which was developed some time ago, for your information.

Materials attached: How to File a Complaint Against the Police Department
Various Forms for Filing Complaints of Discrimination

RMM:at

S.E.D.F.R.E. INTER-OFFICE MEMORANDUM

To: Carl Rachlin December 19, 1967

From: Ronnie Moore

Subject: NEGOTIATION

Attached is a two page article on the above mentioned subject which I wrote this month.

Please develop this into a detailed draft.

COPY

RMM:at
Attachment

S.E.D.F.R.E. INTER-OFFICE MEMORANDUM

To: Carl Rachlin December 19, 1967

From: Ronnie Moore

Please prepare a manual using attached and related materials.

Materials attached: Your Rights if Arrested
Is It Wrong to Handcuff the Police?
The Police and Race Relations
The Law and Civil Disobedience
Executive Action to Protect the Exercise of Federal Rights
Legal View of Civil Rights and Liberties
The Privilege Against Self Incrimination (Draft)
Grand Jury (Draft)

RMM:at

COPY

S.E.D.F.R.E. INTER-OFFICE MEMORANDUM

To: Jackie December 21, 1967

From: Ronnie

I spoke to Marv yesterday and with his approval, I am asking you to order air travel cards for:

James T. McCain
Spiver W. Gordon
Henry G. Smith, Jr.
Shirley Lacy

They should be for the bearers only. When you send them to these people, please include a note stating that the cards should be used only with the approval of this office.

Thank you for your marvelous cooperation.

RMM:at

S.E.D.F.R.E. INTER-OFFICE MEMORANDUM

To: Marvin Rich December 21, 1967

From: Ronnie Moore

Subject: Compensatory Time for Alice Teper

I neglected to note, on my memo of December 19 regarding staff assignments, etc., that Alice is taking Tuesday, December 26 to compensate for the extra hours she has put in on several occasions.

COPY

RMM:at

M E M O R A N D U M

December 21, 1967

TO: Ronnie Moore

FROM: Marvin Rich M R

I would like to discuss the policy with regard to literature used in the workshops with you.

Also, it is essential that you read John Zippert's report before your training program in January and probably before we discuss the proposed workshop with Bob Wechsler.

Here it is!

Attachment

MSS
5146

SEDFRE

Inter Office Memos, 1961, Jan.-July

Box 20
Folder 7

State Historical Society of Wisconsin

Please Retain Original Order

S E D F R E INTER-OFFICE MEMORANDUM

To: Marvin Rich January 10, 1968

From: Ronnie Moore

Subject: Actual and Potential Major Programs for LDD through August, 1968

We have several workshops in the making, and a few contracts have already been signed.

January 10 - 19 - R. Moore, S. Gordon. At SCEF doing field consultation for cooperative organizers in La., Miss. and Ala.

January 19 - 21 - R. Moore, S. Gordon. Working with SCEF staff conducting weekend Sensitivity Training Workshop for the Board of Directors of the Southwest Alabama Farmers Cooperative. Training focus will deal with inter-personal problems and organizational development.

January 22 - 26 - R. Moore, S. Gordon. Conducting week-long training session for SCEF organizers.

January 20 - 25 - H. Smith. Will be working with trainers from the Episcopal Church conducting a training session for Community Progress, Inc. of New Haven, Conn.

Proposed Training Activities

February 7 - 9 - In-Service Staff Training.

February 16 - 18 - Police-Community Relations Laboratory in Los Angeles, Calif. Aim is to focus attention on individual, small group and large organizations' problems in community decision-making and action. Also, to promote more effective analysis and action. Basic subject matter is the immediate behavior of the participants.

February 23 - 25 - H. Smith. Community Relations Laboratory for employees of Grumman Aircraft Corp. Using Sensitivity Training methods as in the Police-Community Lab. but with emphasis on employer-employee relations.

March 1 - 3 - Sensitivity Training weekend Workshop for Board of Directors of a poverty corporation in Hartford, Conn.

March 8 - 10 - Intergroup Relations Seminar for Negroes, Jews and Puerto Ricans. A study of how cultural, ideological

March 8 - 10 (cont'd.) - and economic, as well as racial, ethnic and other differences of minority groups, can lead to misunderstanding and inter-group conflicts. An attempt will be made to explore differences and to increase an awareness in order to bring about collaboration and mutual respect.

March 25 - 29 - Training Trainers Session for SCEF, Lafayette, La.

April - Leadership Development course in New York City. Will deal with justice and law enforcement. Objective is to train recently elected constables, justices of the peace, sheriffs and city marshalls of La., Miss. and other Southern states. Will cover areas of constitutional law, human relations, leadership techniques and politics.

May - Model Cities and Urban Renewal. Negro city councilmen and selected citizen-leaders who have been actively engaged in trying to alleviate the housing problems in their respective cities, will be taught the ins and outs of the Model Cities program and how it can and should affect residents of the Northern urban ghetto and rural South. Curriculum will deal with past and proposed congressional legislation, the rights of residents regarding relocation, the responsibilities and authority of federal, state and city agencies involved in administering the Model Cities and Urban Renewal programs. Will explain techniques and methods of organizing to protect the rights of the poor. Other issues will include: city planning, federal subsidy, rehabilitation vs. urban removal, and various aspects of local control.

June - National Training Trainers Institute. Sponsered in conjunction with the Executive Council of the Episcopal Church.

Workshop for Political Party Committeemen. Emphasis will be placed on helping newly elected Negro Committeemen of both parties on how to function and how to protect the rights of their constituents. An attempt will be made to deal with representation within the party structure.

July - Sensitivity Training Workshop for United Black Front of New York City.

August - National School Board Seminar.

Dates and placed for the above are tentative. Leadership Development Dept. staff associates are presently working on finalizing plans for these workshops.

RMM:at
cc: H. Smith, S. Gordon, J. McCain, S. Lacy

S E D F R E — INTER-OFFICE MEMORANDUM

To: Marvin Rich — January 12, 1968

From: Ronnie Moore

Subject: Proposal on Materials Development

Where is it! I would like to see it so we can begin compiling, drafting, altering, and evaluating materials for development and publication.

RMM:at

SUGGESTIONS ON THE PHYSICAL LAYOUT, FACILITIES, AND ACCESSORIES FOR THE NEW OFFICE

I. Office space for training staff associates to accommodate four (4) desks.
Space: 8' x 10'.

II. Office space for Ronnie. Desk and four (4) chairs.
Space: 7' x 7'

III. Office space for secretaries.

IV. Conference and Training Room.
Space: 10' x 26'

V. Stock Room.
Space: 10' x 14'

- -

Conference and Training room - portable chairs and table, space to accommodate fifty (50) persons, blackboard on one wall, cork board on wall, shelves on wall for library and materials display behind glass, a divider in the center to split the room in two when needed.

Stock room - video tape and similar audio visual equipment, film library, supply of materials used for distribution, duplicating machines, correlator, long work table, etc.

Suggested by R. M. Moore, Director, Leadership Development Department

S E D F R E — INTER-OFFICE MEMORANDUM

To: Marvin Rich — January 12, 1968

From: Ronnie Moore

Subject: Program, Finances and Staff Meetings

SEDFRE has reached a stage where it has no other choice, poor or not, where we are forced to compete with other social action groups. Needless to say, among our competitors you will find both industry and government.

It seems to me that within the next two months, SEDFRE should make across-the board salary increases along the lines we have previously discussed. If the Ford grant comes through, I suggest several staff additions:

1. Two staff associates at salaries ranging from $6,580 to $8,000.

2. Full time secretary at starting salary of $6,500.

Staff expenses (air travel, car allowances, car rental, lodging and food, incidentals) for present and new staff members should run us about (per year) -	$28,000
Specialized seminars (2 for Southern region, 2 national) estimated at -	46,000
Training Trainers Institute -	25,000
Materials Development (includes publications, film purchases, audio-visual equipment)	20,000
Mobile Workshop Series (6) -	36,000
Urban Training Center (additional staff will be needed)	23,000

Needless to say, we are talking about spending money.

RMM:at

January 15, 1968

Mr. Ronnie M. Moore
c/o Southern Cooperative Development Program
204 Gauthier Rd. - P. O. Box 3005
Lafayette, Louisiana 70501

Dear Ronnie:

I called John McCown on Friday (January 12) and asked him to send Louisiana Diary directly to you in Lafayette. He said it was 100 miles away from him in the county and he would have to get it and then mail it, which is what he promised to do. If it doesn't arrive this week, let me know and I'll call him again.

Regards,

M E M O R A N D U M

January 17, 1968

TO: Ronnie Moore
Carl Rachlin

FROM: Marvin Rich

SUBJECT: Files

Several weeks ago at the staff meeting, we agreed to check our files to see what properly belongs in them and what does not. It is obviously easier for the secretaries to keep adding to the files. The question of what should be removed is not their primary responsibility, but ours. However, if we keep adding to the files we pay additional cost for filing cabinets, for file folders and we make material more difficult to find rather than easier.

I have just finished looking at the files and there is no question but that there is much unnecessary material in the files. This is true of all the departments. The files must be cleaned out within the next two weeks. Obviously, this can be done within this period, at your convenience and that of the other members of your department.

S E D F R E — INTER-OFFICE MEMORANDUM

hre

To: Carl, Nannette, Shirley, Steve — January 17, 1968

From: Hank Smith

Subject: Procedure, Leadership Development Department

Because we want you to know what we are doing in the Leadership Development Department, I am passing along to you copies of the agendas of the workshops we conducted at CDGM in Mississippi, the memo of our potential program thru August, and a copy of the booklet, "Where It's At" (a research guide for community organizers). I know that we have tried to do this in the past, but we are going to make a concerted effort from now on to do better.

We hope, on the other hand, that all of you will feel free to pass along to our department, any "tidbits' you think would be helpful to us either for our own information or to promote SEDFRE in the field.

HCS:at
cc: M. Rich, R. Moore, S. Gordon, S. McCain
Attachments

S E D F R E — INTER-OFFICE MEMORANDUM

To: Marvin Rich and Ronnie Moore — January 19, 1968

From: Hank Smith

Subject: Files

Regarding the subject, we held a meeting on Wednesday and as a result, are now working on the files. Laree will spend as much time as possible from her half day and she and Alice will work together.

We feel it should not take more than two weeks.

HGS:at

H.S

MEMORANDUM

January 17, 1968

TO: Ronnie Moore
Carl Rachlin

FROM: Marvin Rich MR

SUBJECT: Files

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S E D F R E — INTER-OFFICE MEMORANDUM

To: Ronnie Moore, Marv Rich — January 19, 1968

From: Hank Smith

Attached is a Bronco Newsletter. I wonder if we could do something similar (pictures, etc.) with some of our own newsletters or brochures that we use in the field.

I am getting a price list from Sol Herbert (Bronco)as to what they would charge for doing printing work. I have been requested by other organizations for this information and maybe SEDFRE can make use of their facilities also, if the prices are right.

HGS:at
Attachment

M E M O R A N D U M

January 19, 1968

TO: SEDFRE Staff Members

FROM: Marvin Rich M.R.

SUBJECT: Holiday Observances 1968

Below is a list of holidays which will be observed by SEDFRE during 1968:

February 12, 1968	Lincoln's Birthday	(Monday)
May 30, 1968	Memorial Day	(Thursday)
July 4, 1968	Independence Day	(Thursday)
September 2, 1968	Labor Day	(Monday)
October 11, 1968	Observance of Columbus Day	October 12, 1968
November 28, 1968	Thanksgiving Day	(Thursday)
December 25, 1968	Christmas Day	(Wednesday)

To: Spiver Gordon and Jim McCain January 31, 1968

From: Hank Smith

Under separate cover I have mailed you 50 copies of an excellent brochure called, Where It's At. This is a research guide for community organizing.

Because of the cost to us, brochure and postage, we find that we have to sell these at 50¢ each, which is less than our cost. I don't think you should have any trouble as it is very worthwhile, if you approach the right people.

Do you need any mo e of, "Political Strength - How To Get It?" We can send you some if you need them.

Take care, keep the faith.

HGS:at

MEMORANDUM

February 2, 1968

TO: Staff

FROM: Marvin Rich M.R.

SUBJECT: Staff Meeting - February, 1968

As you know, a staff conference of three days duration has been planned for February 27, 28 and 29. The conference will be held in k upstate New York. I would like to have your ideas as to subjects to be discussed so that we can prepare an agenda which fits the needs of the entire staff.

Therefore, by Friday, February 9th, I would appreciate receiving from each of you suggestions you would like included on the agenda.

Spiver Gordon
Shirley Lacy
James McCain
Ronnie Moore
Stephen Negler
Carl Rachlin
Henry Smith

S E D F R E — INTER-OFFICE MEMORANDUM

To: Marvin Rich — February 2, 1968

From: Ronnie Moore

Subject: Training Activities Scheduled for February and March, 1968

February 1 - 7	- S. Gordon. Citizenship Education workshops in Madison, Pt. Coupee, West Feliciana and other parishes in Louisiana.
February 12 - 14	- S. Gordon, H. Smith. Community Problems. Will provide instruction on housing, employment, education and welfare. Pertinent state, federal and local laws will be studied with emphasis on how local groups can qualify and utilize public programs. Additional attention will be given to the "felt Need" approach of community organizing. Participants will study problem analysis and strategy planning at Miles College, Birmingham, Ala.
February 12 - 18	- Festival of Afro-American Arts. Sponsored by the Afro-Americans for Progress with financial assistance from SEDFRE. Dillard University, New Orleans, La.
February 23 - 25	- S. Gordon, H. Smith. Police-Community Relations Laboratory in Los Angeles, Calif. Focus will be on developing better relations among community activists and policemen, using Sensitivity Training methods.
February 27-29	- Staff meeting and In-Service Training session in New York City.
March 1 - 3	- Training program for Board of Directors of local poverty groups (OEO), sponsored jointly by said poverty groups and United Church of Christ in Hartford, Conn. Session to be held at the Senexet House in Woodstock, Conn. H. Smith.
March 20 - 22	- R. Moore. Staff training for Southern Cooperative Development Program organizers in the state of Louisiana. Session will be held in Lafayette, La.
March 25 - 31	- Training Trainers workshops for Southern Cooperative Development Program, to be held in Lafayette, La.
March 29 - 31	- H. Smith. Intergroup Relations Seminar for Negroes, Puerto Ricans and Jews. Discussion of how cultural, ideological and economic, as well as racial, ethnic and other differences of minority groups can lead to misunderstandings and inter-group conflicts. An attempt will be made to explore differences and to increase an awareness in order to bring about collaboration and mutual respect. Seminar to be held at Holiday Hills Conference Center, Pawling, NY.

cc: H. Smith, S. Gordon, J. McCain, S. Lacy, N. Sachs, C. Rachlin/S. Nagler

INTER-OFFICE MEMORANDUM

S.E.D.F.R.E. 2/5/68

TO: Carl Rachlin

FROM: Hank Smith

SUBJECT: The Need For Legal Action In The Area Of Voter Registration

I would like to start this memorandum by saying that I am not an attorney, but I have some damned strong feelings about what goes on with the poor and what their needs are.

One area in which I feel there is a need for remedy, is where persons who have been deprived of an education are not allowed to vote in this country.

It seems to me that when illiterates are allowed the right to vote in Vietnam, Korea, India, and even Red China, that this so called "democracy" should extend the same privilege to our people.

It is totally unfair to have blind people vote, and obviously they are not able to read (I am certainly not against that) but I feel that persons who are handicapped by our educational structure should be allowed the same privilege, as citizens in Vietnam, Korea, India, Red China and many new countries in Africa.

I have just been informed by the Chief Clerk, Bronx County Board Of Elections, 299-9017, that if one was born after 1922, that they will not be allowed to vote unless they can show that they have had a 6th grade education, or were inducted from New York State into the Armed Forces,

or have a certificate from Puerto Rico stating that they have acquired at least a sixth grade education.

Perhaps you might inform me as to what a southern Negro can do to insure his right to vote in not the south, but in New York State.

S E D F R E — INTER-OFFICE MEMORANDUM

To: Hank Smith, Spiver Gordon — February 6, 1968

From: Ronnie Moore

Subject: Reports and Evaluations

On the first of each month I would like to have a report of your activities, which should include:

1. Information on conferences and/or meetings.
2. Detailed evaluations of workshops.
3. Recommendations on programming.

Reports and evaluations will be used to develop leadership development programs and to provide data on what SEDFRE's doing in the country.

RMM:at
cc: M. Rich

Ronnie

MEMORANDUM

February 6, 1968

TO: All Staff

FROM: Marvin M. Rich

SUBJECT: Move to New Office Space

It appears that we will now be able to move the afternoon of February 19th and the 20th, during the day. After checking the costs of commericial moving (well over $1,000) I have decided that we should move ourselves. Therefore, we have rented a truck. However, this will require also the cooperation of all staff members, both in clearing out unnecessary material before the move and in the actual moving itself. I would like to discuss this with you in further detail at our staff meeting on Friday, February 9th at 2 p.m.

The new offices are located at 164 Madison Avenue between 33rd and 32nd street. It appears that our new phone number will be 532-8216.

S E D F R E — INTER-OFFICE MEMORANDUM

To: STAFF — February 7, 1968

From: Ronnie M. Moore

Subject: County, City and Neighborhood Political Education Workshops For the North

Using the political leadership development prospectus presented to the Voter Education Project of the Southern Regional Council as a guide, SEDFRE should plan to conduct 2 Day Workshops in the North as well. We anticipate that VEP will partially support our Southern program. In the North, funding may come mainly from our general budget.

However, we must begin to select areas now. SEDFRE has reason for working the Bronx and Hartford, Connecticut. We have contacts in both areas. Gary, Indiana; Cleveland, Ohio; and Newark, New Jersey may be considered because substantial Negro populations exist in each city.

What do you think?

RMM:at

cc: M. Rich, S. Lacy, N. Sachs, C. Rachlin

S E D F R E INTER-OFFICE MEMORANDUM

AT.

To: STAFF February 7, 1968

From: Ronnie Moore

Subject: Fees Charged by Leadership Development Department

Consultation Fees	$75 - $150 per day
Films	$10 per day, plus shipping costs
Video tape equipment	$100 per day, plus shipping costs
Group Sessions (8 hours)	$200 per day per trainer
Materials	Optional, depending on item

This is for everyone unless permission is given by the Leadership Development Department Director to the contrary.

RMM:at
cc: M. Rich, S. Lacy

SEDFRE INTER-OFFICE MEMORANDUM

To: Hank Smith February 9, 1968

From: Ronnie Moore

Re: News Article File

Hank, I think that your idea of clipping news articles and filing them by subject is a great idea.

It will be very helpful for making speeches and broadcast presentations.

It is nice to have a thinking man on board our ship.

RMM:at

S E D F R E — INTER-OFFICE MEMORANDUM

To: Ronnie Moore, Marvin Rich — February 9, 1968

From: Hank Smith

Subject: Meeting with Norman Hill, Associate Director, A. Philip Randolph Educational Fund, 217 West 125th St., NYC 10027 on February 9

At the request of Ronnie Moore I met with Norm Hill to discuss:

1. Southern Conference on February 23 jointly sponsored by A. Philip Randolph Educational Fund and Southern Regional Council at the Hotel Biltmore in Atlanta, Ga..

Norm felt that SEDFRE would be tremendously helpful if we would forward to Jim Wood, of the SRC, Atlanta, names of all activists throughout the South who may benefit from a weekend conference held for the purpose of dealing with the following subjects:

a. Public Leadership
b. Citizen Participation
c. Economic Development
d. Poverty

It is important, due to the shortness of time, that names be sent as rapidly as possible. Norm expressed the desire to have Nils Douglas and Ronnie Moore present for the entire workshop and felt that both persons would be very helpful to this program by lending themselves as resource and discussion leaders. The workshop will run from Friday, February 23, at 8 p.m., through Sunday noon, February 25. There will be presentations to the full group in each of the four above-mentioned categories, and then participants will break up into workshops of approximately 30-35 persons.

2. Norm expressed a desire to run joint workshops with SEDFRE. However, he felt that this should be discussed fully as soon as possible so that plans might be firmed up.

3. The questions was raised, whether or not Bayard Rustin and/or Norman Hill might participate in the month-long course SEDFRE plans to have entitled, "New York Leadership Development Course", dealing the topics, Human Relations and New York City Politics.

Norm said he would be more than happy to participate and would give SEDFRE all available time. However, his feelings were that Bayard Rustin would be tremendously interested, but has an extremely heavy schedule. If we want to use Bayard's services, we should contact him immediately.

HGS:AT
cc: N. Hill

RMM

SEDFRE 2/26/68

INTER-OFFICE MEMORANDUM

TO: Marvin Rich

FROM: James T. McCain

SUBJECT: The Orangeburg, South Carolina Situation

I visited Orangeburg, Monday morning, February 26, 1968, to observe the students reaction at the two colleges, since the schools were reopening for classes again. Claflin College opened a few days before State College, so both schools were operating on Monday, February 26. I immediately went on the campus of State College and circulated with the students on campus. I especially visited the student center where the students gather and found small groups sitting around talking. The game room where the boys were shooting pool and playing other games, this room was completely quiet, the boys were not talking much with each other. I attempted to get on the campus of Claflin College, but the campus is closed to everyone but the officials of the school or parents of the students at the school. On the surface things appear calm (in fact too calm) and peaceful, but deep underneath, one can sense the tension. Maybe that was normal since the students were back together for the first time since the violence.

Several steps have been taken by those in authority, the community, Civil Rights Organizations, students and others in an attempt to bring some degree of normalcy back into the Orangeburg community.

The steps taken are these:

1. A bi-racial committee of 56 persons have been selected to begin working tohether immediately on the problems of the community. This committee is supposed to represent a broad base of leaders from every segment of the community.
2. A federal jusge's decision that opens the bowling alley to everyone. Immediately after this decision two students from Claflin College tested the bowling alley with out incident.
3. The appointment of Attorney Matthew J. Perry as legal counsel for State College. Perry is Chief Legal Counsel for the South Carolina State Conference of NAACP Branches.
4. The statement of Governor McNair, in saying that an investigation has been ordered into the shooting of the students, and if the investigation shows any law enforcement officers were guilty of a crime in Orangeburg, they will be dealt with according to law. (What the Governor did not say was, the investigation is beign carried on by those who fired into the students inside the campus grounds)

As I see it, if those who are working for meaningful and permanent results in this community really put the interest of the community above everything else and forget personalities and organization, then this community may emerge as an example for others in the South Carolina areas to follow. At least I hope so.

Nooker

M E M O R A N D U M

March 13, 1968

TO: Nils Douglas
Andrew Norman

FROM: Marvin Rich

SUBJECT: Meeting with Walter Lewis in Washington, D.C.

Hank Smith and I met with Walter Lewis, Director, Civil Rights and Community Participation, U.S. Department of Housing and Urban Development (HUD) and John Buggs on Tuesday, March 12th from 10:00 to 11:15 a.m. Mr. Buggs indicated that HUD requires performance standards from localities in the Model Cities administration, that technical assistance is the responsibility of mayors in the localities and that HUD will fund the cities only. The cities will fund training if acceptable to local contacts.

In other words, we should go from city to city to secure training contracts. I re-indicated that this was not the nature of SEDFRE, that we were concerned with the level and the quality of the citizen participation. Later Mr. Buggs indicated that some money was available from HUD nationally for evaluation of citizens participation in the Model Cities program generally. Walter Lewis asked if funds from administrative agencies other than Model Cities might be available. Mr. Buggs indicated a lack of knowledge.

On the whole, I think this meeting was of very limited value. We will probably have to go higher up in the administration to secure support.

cc: Ronnie Moore
Hank Smith

MEMORANDUM

March 13, 1968

TO: Nils Douglas
Andrew Norman

FROM: Marvin Rich

SUBJECT: Meeting with Dr. James Laue in Washington, D.C.

Hank Smith and I met with Dr. James Laue, Evaluation Section, Community Relations Service, U.S. Department of Justice and Mary Chapnick and Martin Walsh of the Community Relations Service on Tuesday, March 12th. Dr. Laue indicated that Roger Wilkins had okayed the project on citizens participation. The project is designed to fill the following needs: (1) staff representatives of the Commission need to know how to look at ghetto groups to determine their effectiveness. (2) concern for citizen representation in Model Cities advisory groups. (3) change of emphasis in the civil rights movement to process goals, inculding greater involvement and self determination. Present plans include (1) a three month literature search which is budgeted at $2500 and which will be done through Catholic University. (2) a small scale Washington, D.C. pilot study involving the descriptive study of the range of citizen participation groups and an interview of theorist with regard to community corporations, community schools and advocacy planning.

They obviously would have liked us to take the contract to do this work. I indicated, however, that it was not our field of competency, that if we did it we would have to sub-contract most of it out and we simply would not do this. However, I did indicate that we would be willing to meet again from time to time to be of general assistance to them. Dr. Laue also suggested that we meet with Jack Ciaccio and Don Garofalo of OEO and Len Duell, assistant to Robert Weaver for help with our Urban Training Programs project.

cc: Ronnie Moore
Hank Smith

Community Relations Service

Hans Bigman
Washington Studies
Center

RECOMMENDATIONS FOR STUDYING CITIZEN PARTICIPATION

I. Purposes

A. Social research in CRS should not be "knowledge for knowledge's sake" but should have specific usefulness in terms of CRS policy and thrust.

B. Many persons are observing that the old civil rights goals of fair housing, better jobs, etc. are being replaced by an emphasis on a process goal--the realignment of economic and political control in the ghetto which permits self-determination, and reverses the current effects of contact with white institutions. Locating, understanding, and assessing the types of citizen participation which lead to self determination should be our research goal. (For elaboration see "Research Possibilities for CRS," Lella Smith, 3-4-68.)

II. Recommendations

Changes
MICCO
RLA-set up
Shaw area

A. Begin with an exploratory project which focuses on Washington:

1. Structured observation and analysis of selected local citizen participation groups.

2. Development of a typology of community organization methods evidenced by Washington groups.

3. Interviews among the Black vanguard of thinkers seeking new theories and modes of community control which are just on the verge of being tried here:

   a. Black Advocacy Planning
   b. Community Corporations
   c. Community-run Schools

B. Either a literature search or an exploratory study or both would have as the main purpose the development of a theory of participation with a number of interwoven hypotheses to be tested which would provide the basis for more sophisticated broader research.

RMM

1. The literature search would help us structure our perceptions and consider many varables which have been tried in previous work in the field and all related areas.

2. The exploratory research would permit us to develop theory -- altough it might be unstructured -- based on fresh and current observations and trends.

C. Additional results and benefits of a Washington exploratory study:

1. CRS would be able to satisfy the Mayor's requests.

2. The effort would substantially increase our practical knowledge of the Washington community.

3. Such a study would allow us time to develop and practice skills and knowledge in conducting social research before undertaking development of goals for the major research effort.

III. Procedures for setting up Washington Exploration Project

A. Definition of research problems:

1. To provide data, as outlined originally by Martin Walsh, about a select number of Washington citizens groups (attachment I)

2. To classify groups into a typology of community organizations along the lines of that developed by Jack Rothman (attachment II)

3. To interview black power theorists about the goals, processes and structures of citizen participation which they currently envision.

B. Procedures for Data Collection

1. Locate competent interviewers -- probably from BSSR or Howard University for a cost under $15,000.

2. CRS will design interviews for goals I and III and provide a typology (II) for community organization from theory in that field (Rothman, Bloomberg)

3. Select groups to be observed

a. Choose 10 knowledgeable ghetto types

b. Have them recommend the 25 Washington groups which best represent the entire spectrum of citizen participation groups (CRS supplies some guidelines for the range of selection).

c. From the resulting lists schedule observations of groups and interviews.

C. Data Analysis

1. Exploratory research such as this does not attempt to prove any specific hypotheses.

2. However, comparisons of data among groups can be made and should contribute to further theory and hypotheses.

3. The typology of community organization should focus our future work on one particular area of interest and concern.

4. The interviews with black theorists should be examined in depth for new ideas, trends and data not available in the literature.

D. Exploratory study should be completed by approximately June 1.

Literature Search of Citizen Participation

1. There is a relatively large amount of literature which touches on various aspects of the entire subject area of citizen participation; e.g. studies on leadership, citizen participation in urban renewal, coalitions, theoretical models such as Blalock, organization studies, community studies, power studies, interest groups, anomic(normlessness) conflict, political life in a community, community characteristic as it relates to tension-making, voluntary associations, alienation, OEO type studies, etc.

2. In speaking of citizen participation there are many different theories and as many solutions for "effective citizen participation." These range from the more theoretical and sophisticated theories of the social scientists through the sundry solutions of the agencies' operationists through the man-on-the-street approach which is and/or could be with as much validity as other approaches unless citizen participation is analyzed more carefully and objectively.

3. There have been statements from different individuals that "enough studies" in this area have been done--others, that no one really knows the status of extact knowledge about citizen participation as it doesn't exist in one composite whole; others, that a collation of the literature would be an invaluable contribution; others, that it would be indefensible in light of the present status to do another study without knowing whether it was necessary, whether it would serve its maximal usefulness, whether it would be studying the proper areas; others, that from a social science perspective it

would be methodologically wrong.

4. In light of the above, the recommendations should be:

A. A literature study of citizen participation be conducted using the expanded outline:

1. This would take 6-8 weeks

2. It would be contracted out to Dr. Mathews of Catholic University and use college sociology majors

3. The cost would be $2500

4. The expected results would be:

a. A more thorogh analysis of the studies, theories, and conclusions about citizen participation grouped around the outline which provides a tentative type of research design.

b. An analysis of the gaps in the study of citizen participation and what remains to be studied

c. If the analysis of extant literature is sufficient, there will be collated:

(1) More concrete knowledge about the types of citizen participation, their various characteristics, their development, the types of structure, the means used by the groups, the opposition encountered, the significance of community characterisitics, achievements of the groups.

(2) An analysis of citizen participation (which could perhaps serve as interim guidelines for CRS involvement with cities, Federal agencies, etc.) relative to conditions for success or failure:

(a.) What are the most important elements for successful citizen participation.

(b.) What are the critical elements which make citizen participation a failure.

d. A firm basis upon which to make recommendations regarding a further in-depth study of citizen participation and the nature of such a study.

(1) As it appears now, a thorough, in-depth study of citizen participation is necessary and will yield the results which are needed both within and outside of government. To obtain the necessary financial backing for such a study, it will be necessary for CRS to be on solid footing. An in-depth literature study based on our outline would greatly enhance the possibility of obtaining this necessary financial support from such an interested agency as OEO.

ament I

MWalsh:lrr 3-6-68

1. Reason why group arose - stimulus?

   a. Need

   b. Idea of one man; organized by government, religion (establishment) or non-establishment

   c. A countergroup

2. Characteristics of early stages, middle stages, high point; post achievement period

   a. Purposes not well defined?

   b. Variety of goals

   c. Idealistic

   d. Thought, words rather than action

   e. Abortive - defections - discouragement; growth, expansion

   f. Changes in goals, tactics, philosophy during phases

3. Development

   a. Ideology; philosophy clarified: differences, agreement, change

   b. Internal divisions: differences in philosophy, objectives, tactics

   c. Splinter groups

   d. Resources: money, staff, membership

4. Structure

   a. Leadership: charismatic; group multiple; competitive leadership; amount of authority and control; succession

   b. Membership

      1) socio-economic status of members - education; employment and occupation; overlapping membership

2) social psychological variables - why participate? joiner, alienation, ideology, risk taking, powerlessness, despair, generalized negativism, expectancy

3) amount and forms of participation; participation in decision making

5. Characteristic of group (relationship of goals, leadership, membership, strategy and tactics)

   a. Cohesiveness, solidarity

   b. Differentiation

   c. Militancy - tactics and strategy

   d. Size

   e. Closed, open exclusiveness (secret)

   f. Rules

   g. Establishment (government, religious) vs. non-establishment

6. Means

   a. Recruiting member

   b. Propaganda

   c. Press, newspaper, books, radio, TV

   d. Public Demonstrations

   e. Legislation, court - appeal to authority

   f. Peaceful/violent

   g. Political activity

   h. Links with other groups

   i. Failure of planning

$15,000- 3 months Wash D.C.

7. Opposition encountered

   a. Within group - go slow vs. quick action (conservatives, radicals) clash of personalities, issues

   b. Outside group - Government (police, court, executive); press, radio; counterpower; countergroups; non-government vested interests; the masses

   c. Effect of opposition - disintegrate, stimulate, solidify, slower growth, expansion, public attention

8. Community characteristics

   a. Size

   b. Fragmentation of government

   c. Shift in political control

   d. Responsive Mayor, Council, electoral system

   e. Competitive party system

   f. Non-partisan

   g. Educational level of community

9. Achievements

   a. Popular support among constituency and/or general public

   b. Law or administrative change, action

   c. Official support or approval

   d. Public knowledge of group - exposure of problem

   e. Expanded membership, financial resources

10. Conditions for success and failure

    a. Number? Resources? Political power? Popular support or reaction

    b. Disclosure or exposure of problem to public vs. behind the scenes bargaining.

    c. Threat of violence

    d. Willingness to negotiate of government officials

    e. Leadership

Attachment II

THREE CONCEPTIONS (Alternative Strategies) OF COMMUNITY ORGANIZATION PRACTICE

Dr. Jack Rothman, Head
Community Organization Programm
University of Michigan
School of Social Work
January, 1966

Examples:	COMMUNITY DEVELOPMENT	SOCIAL ACTION	SOCIAL PLANNING
(1) Assumptions Regarding the Community Situation	Anomic-Community Eclipsed Lack of Relationships & Problem-solving Skills	Deprived Populations -- Social Injustice	Substantive Social Problems
(2) Major Goal Categories (Task vs Process)	Process Goals	Task or Process Goals	Task Goals
(3) Definition of Client System	Total Community	Community Segment	Total or Segment
(4) Conception of General Welfare	Total Corporate Notion	Interplay of Forces & Pluralism	Corporate or Pluralism
(5) Client Conception	Citizens	Victims	Consumers
(6) Client Roles	Clients as Participants in Interactional Process	Clients as Employers, Sponsors, Constituents, Peers	Clients as Consumers or Recipients
(7) Practitioner Role	Enabler, Catalyst, Teacher of Values & Problem-solving	Advocate, Agitator, Negotiater	Expert- Fact Gatherer, Implementer
(8) Change Conception	Get People Involved in Determining and Solving their Own Problems	Let People Know who their Enemy is and Help Them Focus on Viable Targets	GatherFacts about the Problem & Decide on the Best Course Action

MEMORANDUM

March 13, 1968

TO: Nils Douglas
Andrew Norman

FROM: Marvin Rich

SUBJECT: Meeting with Dr. Edward Brice in Washington, D.C.

Hank Smith and I met with Dr. Edward Brice, Assistant to the Assistant Secretary, Office of Education, U.S. Department of Health, Education and Welfare (HEW) on Tuesday, March 12th from 12:00 to 12:45 and again from 5:00 to 6:45 to discuss plans for the School Board Seminar this coming year. Dr. Brice was most helpful in planning the Seminar last year.

He indicated that he had had good feedback from the Seminar last year, that there had been a considerable number of requests for assistance of the Office of Education from local school board members who participated. He indicated that he agreed with the majority of the participants who had recommended a national school board seminar bringing together Negro school board members from the north and south. He indicated that this might then be followed by regional seminars. He indicated that the level of participation in a national seminar might be somewhat higher and that he felt as we did that the scope could be somewhat broadened to include leaders of PTA's, teachers organizations and other groups with whom the school board members will have dealings. Dr. Brice offered to be of assistance in securing the participation of such leaders.

We discussed possible sites ranging from Tuskegee to Arden House, but tended to agree that Airlie House was probably the best site for such a conference. We agreed, I believe, to work toward a September date.

One of the criticisms he made of the last seminar was the lack of special prepared supportive materials. He indicated that he would welcome a proposal from SEDFRE to prepare for such a seminar ranging from $7500 to $25,000. Such a proposal would be developmental, preparatory to the conference itself. It might include temporary staff, material consultants

fee and field travel.

Dr. Brice indicated that he had conferred with the Assistant Secretary for Education after our first meeting and before our second. Thus, I believe that such a developmental proposal is realistic.

cc: Ronnie Moore
Hank Smith

M E M O R A N D U M

March 13, 1968

TO: Nils Douglas
Andrew Norman

FROM: Marvin Rich

SUBJECT: Meeting with Walter Lewis in Washington, D.C.

Hank Smith and I met with Walter Lewis, Director, Civil Rights and Community Participation, U.S. Department of Housing and Urban Development (HUD) and John Buggs on Tuesday, March 12th from 10:00 to 11:15 a.m. Mr. Buggs indicated that HUD requires performance standards from localities in the Model Cities administration, that technical assistance is the responsibility of mayors in the localities and that HUD will fund the cities only. The cities will fund training if acceptable to local contacts.

In other words, we should go from city to city to secure training contracts. I re-indicated that this was not the nature of SEDFRE, that we were concerned with the level and the quality of the citizen participation. Later Mr. Buggs indicated that some money was available from HUD nationally for evaluation of citizens participation in the Model Cities program generally. Walter Lewis asked if funds from administrative agencies other than Model Cities might be available. Mr. Buggs indicated a lack of knowledge.

On the whole, I think this meeting was of very limited value. We will probably have to go higher up in the administration to secure support.

cc: Ronnie Moore
Hank Smith

MEMORANDUM

March 13, 1968

TO: Nils Douglas
Andrew Norman

FROM: Marvin Rich

SUBJECT: Meeting with Dr. James Laue in Washington, D.C.

Hank Smith and I met with Dr. James Laue, Evaluation Section, Community Relations Service, U.S. Department of Justice and Mary Chapnick and Martin Walsh of the Community Relations Service on Tuesday, March 12th. Dr. Laue indicated that Roger Wilkins had okayed the project on citizens participation. The project is designed to fill the following needs: (1) staff representatives of the Commission need to know how to look at ghetto groups to determine their effectiveness. (2) concern for citizen representation in Model Cities advisory groups. (3) change of emphasis in the civil rights movement to process goals, inculding greater involvement and self determination. Present plans include (1) a three month literature search which is budgeted at $2500 and which will be done through Catholic University. (2) a small scale Washington, D.C. pilot study involving the descriptive study of the range of citizen participation groups and an interview of theorist with regard to community corporations, community schools and advocacy planning.

They obviously would have liked us to take the contract to do this work. I indicated, however, that it was not our field of competency, that if we did it we would have to sub-contract most of it out and we simply would not do this. However, I did indicate that we would be willing to meet again from time to time to be of general assistance to them. Dr. Laue also suggested that we meet with Jack Ciaccio and Don Garofalo of OEO and Len Duell, assistant to Robert Weaver for help with our Urban Training Programs project.

cc: Ronnie Moore
Hank Smith

M E M O R A N D U M

March 19, 1968

TO: All Staff - Hank Smith

FROM: Marvin Rich

SUBJECT: Telephone Usage

The most recent phone bill has just arrived, and it is down from $680 to $330. This is a substantial reduction, and I am very pleased. However, there are still 37 telephone calls of ten minutes or longer and a number of calls to New Haven, Atlanta and Jackson, Miss. of 30 minutes. I would think that we can cut the phone bill still further with your cooperation. I also note that in relation to the number of long distance calls made, no slips were turned in for any of the calls made. It is extremely important that you continue to complete the long distance phone forms provided for each long distance call made and turn them over to Jackie at the end of the month.

I was very pleased that your credit card calls were reduced this month to $17.75. You still talk too long, however, when you call from the office.

S E D F R E — INTER - OFFICE MEMORANDUM

To: STAFF — March 20, 1968

From: Ronnie Moore

Subject: Requests for Workshops

Effective as of the date of this memorandum, we shall run (or consider running) workshops for local organizations in response to written requests ONLY.

As you move from one community to another talking to citizen-leaders about training needs, get these groups to write to the main office and ask them to send you a copy of the request. This procedure will assist me in planning and coordinating training activities. The written requests are important for:

1. Indication of interest and concern on the part of trainees.

2. It places us in a position to demand cooperation from the local groups desiring the training, and;

3. It is good for fund raising and public relations. We have tangible support to back up financial assistance, etc.

Priority will be given to written requests.

:at
M. Rich, S. Lacy, L. Bell

M E M O R A N D U M

March 28, 1968

TO: Staff

FROM: Marvin Rich M.R.

SUBJECT: Staff Meeting

There will be a staff meeting at 10 a.m. on Thursday, April 4th to which all professional staff members from all departments of SEDFRE are expected to attend. The first hour will be a normal staff meeting. The second hour will be devoted to preparation for the Ford Foundation meeting on April 5th.

M E M O R A N D U M

April 3, 1968

TO: All Staff Members

FROM: Marvin Rich M.R.

SUBJECT: Art Show - 1968

The annual Artists for SEDF exhibit and sale, our major organizational fund raising drive will be held this year from April 30 through May 5 at University House, 11 East 69th Street.

The able and dedicated Art Show Committee with Sue Ginsberg as chairman and Naomi Paley as coordinator, has been hard at work lining up artists, stimulating patrons and organizing the Show. It has grown into a major event in the art world as well as a significant source of support for SEDF. Last year's Show netted $38,000.

Staff members can express their interest in the Show in several ways. The Art Show office at 4 West 63 Street is open. Stopping by some afternoon or morning just for a moment to chat would be appreciated. Obviously they have work to do in the office and you don't have a great deal of time, but an expression of concern is valuable. There will be a need for envelope stuffers on Saturday, April 6th from 10 a.m. until 2 or 3 p.m. Come if you can.

Opening Night is April 30th and everyone in town on that date will be expected to attend. Tickets for staff will be, of course, free.

S E D F R E INTER-OFFICE MEMORANDUM

To: Ronnie Moore April 4, 1968

From: A. Teper

Subject: Vacation - 1968

I am entitled to three weeks vacation this year. I would like one week in pay (Marvin has agreed) and I am not sure, at this time when I want my vacation. However, I will want the extra week's salary at the same time that I take my vacation.

Hank

M E M O R A N D U M

April 8, 1968

TO: All Staff

FROM: Marvin Rich M.R.

SUBJECT: Building Security - Attached Letter

The attached letter from the landlord is self-explanatory. I would urge all of you to make sure that if you leave the building at six, or after you lock the front downstairs door. Quite often the secretaries remain in the building after 6 p.m. and their only protection from possible danger is the locking of the front door.

BUILDING SUPERVISION CORPORATION
8 WEST 40TH STREET
NEW YORK, N. Y. 10018

AREA CODE 212
WISCONSIN 7-4400

MEMBER
REAL ESTATE BOARD
NEW YORK

April 5, 1968

Mr. Marvin Rich, Executive Director
Scholarship, Education and Defense Fund for Racial Equality, Inc.
164 Madison Avenue
New York, New York

Dear Mr. Rich:

On numerous occasions, we found the front door to the building open after 8:00 P. M. Generally speaking, the lights are "on", on either your floor or the second floor.

In the interest of security, we suggest that you arrange with some employee in your premises, who leaves at about 6:00 P. M., to lock the front door as he or she leaves, regardless of who else is in the building. All tenants have a key.

We are primarily interested in preventing vandals from travelling throughout the building, and committing a nuisance in the main hall or in the elevator.

Since the above is in your interest, we urgently suggest that you give this letter serious consideration.

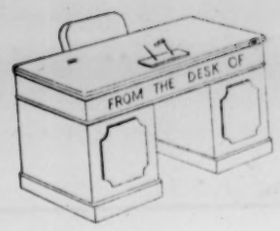
Yours very truly,

BUILDING SUPERVISION CORPORATION

Barnet Dovman

BARNET DOVMAN

BD:fl
CC: Mr. Ben Peterson



HANK SMITH

SEDFRE 4/10/68

Fri. 8:00 PM.
Greenburg Youth Ctr.
306 Tarrytown Rd.

Major Deacons to
Hartsdale turn right-
two lights turn left,
White Plly on left.

FORCE

INTER OFFICE MEMORANDUM

TO: Ronnie Moore

FROM: Hank Smith

SUBJECT: White Plains, New York

A meeting has been set up in White Plains, New York with the below listed young adults with their overall organization, FORCE, for Friday, April 12, 1968. The meeting is to be hald at the Greenburg Youth Center, 306 Tarrytown Road, White Plains, N.Y., at 8:00 pm. The expected attendance is sixty (60) young adults.'

1. Robert Gardner
   391 Tarrytown Road
   Greenburg, N.Y.

2. Skip Gardner
   391 Tarrytown Road
   Greenburg, N.Y.

3. Chip Mason
   186 Grace Church Street
   Portchester, N.Y.

4. Downing Drive
   White Plains, N.Y. (914) WH 6-3384

The needs as they saw it were in order of priorities:

a. Better housing

b. Better recreation

c. More Black Policemen & Firemen

S E D F R E INTER-OFFICE MEMORANDUM

To: Hank Smith April 10, 1968

From: Ronnie M.

I plan to go to Hartford on Monday, April 15 alone. I would like you to take Monday, Tuesday, and Wednesday (April 15, 16 17) and produce the following documents:

1. Evaluation of the L.A. Police-Community Relations Lab.

2. Evaluation of the Hartford, Conn. Workshop.

3. Evaluation of the Inter-Group Relations Workshop for Negroes, Jews and Puerto Ricans.

4. A report on the Spring , Mass. visit.

5. A report on the Providence, R. I. visit.

6. A report, analysis and evaluation of the Gary, Indiana field trip.

7. A proposed schedule of training activities for the next sixty (60) days.

It seems to me that hand-written drafts could save secretarial time in order that the typeed drafts be on my desk no later than Thursday morning when I get back into the office.

Immediately, I would like to get your suggestions as to procedures that should be followed and/or ideas to be expressed at the Hartford meeting.

RMM:at

SEDFRE 4/15/68

INTER-DEPARTMENTAL MEMORANDUM

TO: James T. McCain

FROM: Ronnie M. Moore

SUBJECT: Staff Reports

I haven't forgotten the workload I left on your shoulders when I left Washington, however, I must keep this office moving too.

I want staff reports in this office by Wednesday, May 22, 1968.

Yes, you don't have a secretary, well, get one today.

It was good hearing your progress on the telephone the other day.

Take care.

cc: Marvin Rich

M E M O R A N D U M

April 16, 1968

TO: Carl Rachlin - J-154 4038-072
Ronnie Moore - J-154 4039-072
Spiver Gordon- J-154 4040-072
James McCain - J-154-4041-072
Shirley Lacy - J-154-4042-072
Henry Smith - J-154-4043-073

FROM: Marvin Rich

SUBJECT: Telephone Credit Cards (532-8216)

Attached, please find your new telephone credit cards for the new telephone number. Previous 1968 telephone credit cards issued to you are invalid and should be destroyed.

As always, I caution you to be aware of the length of time involved in making long distance calls, and I strongly urge that all long distance calls be made on a person-to-person basis.

M E M O

April 17, 1968

TO: Ronnie

FRM: Marvin

SUBJECT: Norman Thomas Forums

Would you ask Rev. Lafayette to speak with you at the next Norman Thomas Forum. If he could be available on anyone of the following dates we could make arrangements: May 8th, 9th, 10th, 13th and 14th. You should indicate that while the attendance will be about 35 they will include foundation executives and other important people; that Father McKnight of the SCDP spoke at the last and there was at least one grant for the cooperative movement as a result.

Make the call as soon as possible, so that we can then get the Institue of Human Relations building. We will, of course, provide for Rev. Lafayette's expenses.

It seems to me that
No forum on the Poor People's
Campaign should be planned
at present, unless it involves
only SCLC STAFF.
SCLC is too busy and
~~he~~ is not enthusiastic about
making allies.

MEMORANDUM

To: Herb Callender April 18, 1968

From: Ronnie Moore

Do you know anything about a teenage, militant group called, Real Great Society?

Please send data if you have anything, or would you do some reasearch for me?

We want to work with them.

Thanks.

RMM:at

S E D F R E I N T E R - O F F I C E M E M O R A N D U M

To: Hank Smith April 18, 1968

From: Ronnie Moore

I want a report on your meeting with the teenagers in White Plains, New York. Refer to your memo of April 10, 1968.

What about your meeting with Bob Garrett and his group? I need a report on this also.

RMM:at

SEDFRE - DRAFT INTER-OFFICE MEMORANDUM

To: Marvin Rich April 18, 1968

From: Ronnie Moore

Subject: Schedule of Activities of Leadership Development Department for the period April 15 through June 16, 1968

April 15 Hank Smith	-	Center for Urban Ethics, Hartford, Conn. Luncheon meeting with representatives of local community poverty groups, etc. to discuss plans for future activities.
April 15 Ronnie Moore	-	Meet with Dr. Andrew Young, Exec. Director, SCLC in Atlanta, Georiga to discuss cooperative efforts on Poor People's March in Washington.
April 16 Ronnie Moore	-	Child Development Group of Mississippi, Jackson, Miss. To discuss contract for training programs for staff and community representatives.
April 18 Hank Smith	-	Meet with Mr. Griffin Director, Northern Educational Service, Springfield, Mass. To discuss program of training workshops for community groups.
April 19 Hank Smith	-	Meeting at New Jersey Training Institute, Trenton, NJ. Discussion meeting on training techniques.
April 19 Spiver Gordon	-	Southwest Alabama Farmers Cooperative Assoc., Montgomery, Ala. Training program for Board Members and members of the co-op.
April 22 Ronnie Moore	-	Meeting with Dr. R. Abernathy, SCLC at Carnegie Int'l. Center, NYC to discuss detailed plans for Poor Peoples March on Wash.
April 22 - 26 Spiver Gordon	-	Southern Cooperative Development Program, Lafayette, La. Staff development program as contracted for to take place at Mt. Beulah Conference Center, Edwards, Miss.
April 23 Ronnie Moore	-	Meeting with Ed Geyer, Director, Self-Help Housing, to discuss workshop for his staff to take place May 4-6.
April 24 Ronnie Moore	-	United Planning Organization, Washington, DC. Report and evaluation of Training Division of UPO.
April 25-28 R. Moore H. Smith S. Lacy	-	Workshop at Holly Knoll Conference Center, Capahosic, Va. for 30 male staff members of Southern Tier Employment Council, Elmira, NY. Topics will be Leadership Training, Personal and Personnel Relationships, Organization Dynamics, Decision Making, Community Organization, Communication, Felt Needs, Inter-Group Relationships.
April 15-27 J. T. McCain	-	Voter Registration seminars for Clarendon and Sumter Counties, So. Caro.

May 2 R. Moore	-	Meet with Hattie Graves in Newark, NJ to discuss "Model Cities" Organizers and program.
May 4-5 R. Moore	-	Workshop for Self-Help Housing staff and community activists at ~~Minden Retreat~~ Wading River Motel, Wading River, NY. Topics will be Communication, reinforce mutual interests of neighborhood groups, learn priorities and methods to accomplish social change.
May 10-12 R. Moore H. Smith	-	Workshop in cooperation with Center for Urban Ethics, Hartford, Conn. Community activists, leaders and staff of Center. Training will concentrate on Problem Identification, Analysis and Strategy Planning.
May 15-17 R. Moore	-	Council on Foundations' 19th annual conference at Kansas City. Participation in conference including speech on activities of SEDFRE's Leadership Development Dept.
May 24-25 R. Moore S. Gordon	-	Southern Consumers Education Foundation, Lafayette, La. Training for Board of Directors.
May 31-June 2 R. Moore	-	Greenwood Cooperative Assoc., Greenwood, Miss. One of the cooperative groups connected with Southern Cooperative Development Program.. Sensitivity Training Workshop.
June 3-7 Hank Smith	-	Week-long training session for Northern Educational Service, Springfield, Mass. Topics will be Leadership Training, Personal and Personnel Relationships, Organization Dynamics, Decision Making, Community Organization, Communication, Felt Needs, Inter-Group Relationships.
June 14-16 Hank Smith	-	Workshop for Suffolk County Human Relations Commission. Participants will include ten Commissioners and 20 community activists including young adults. Take place at Minden Retreat Center, Bridgehampton, L.I. Objectives to be determined.

SEDFRE 5/2/68

TO: Marvin Rich & Staff

FROM: Ronnie Moore

Immediately after the Poor Peoples Campaign, SEDFRE should be ready to follow up work with the nearly 750 groups that will have been involved in the Leadership Training Program. It seems to me that we should select 100 organizations, for intensive training. I am asking you to think of past workshops and submit to me at once a list of organizations, and their locations for the stated purpose.

This must come after the march- after an evaluation of the orgs, their members + need + our ability to meet them. Kinds of workshops can be done now+

SEDFRE INTER-OFFICE MEMORANDUM

To: Marvin R. May 6, 1968

From: Ronnie M.

Subject: Departmental Mailing

We do not intend to distribute materials, evaluations, etc., until a mailing list is compiled. Previous memo regarding the matter is attached.

However, we are having thee "Special Report" cover attached to the Miles College, L.I. Police-Community Relations and Frogmore CE evaluations. In the case of the latter, it only involves 25 copies.

RMM:at

SEDFRE INTER-OFFICE MEMORANDUM

To: Spiver G. May 6, 1968

From: Ronnie M.

Subject: Tasks at Hand

Your evaluations are past due. Please submit at once the following:

1. The 20 Jefferson County Citizenship Education Workshop evaluations.

2. The Negroes, Jews and Puerto Rican Workshop evaluation.

3. SCDP workshop evaluations for Alabama and Mississippi.

I need your plane tickets in order to bill SCDP.

RMM:at

SEDFRE INTER-OFFICE MEMORANDUM

To: Ed Cole May 6, 1968

From: Ronnie M.

Subject: Tasks at Hand

1. Marvin is trying to finish the negotiation pamphlet. Please read the draft and further develop process and conclusion on your case studies.

2. I need your drafts on Encounters and Community Organization.

3. You and I have been to Washington, D.C. and observed SCLC's Poor People's Campaign. What are your ideas as to SEDFRE's participation?

Have some thoughts by 2 p.m., Monday. (May 6.)

RMM:at

SEDFRE INTER-OFFICE MEMORANDUM

To: Hank Smith May 6, 1968

From: Ronnie M.

Subjects: Tasks at Hand

1. Bring your expense reports up to date, and dictate a memo on your Gary, Indiana expenses.

2. You and I will conduct the May 10-12 workshop in Connecticut. Please develop a training design on community problem solving by Tuesday, 5 p.m.

3. I want a good job on the recruitment for June 14-16 workshop. Begin now.

RMM:at

S E D F R E — I N T E R - O F F I C E M E M O R A N D U M

To: Carl Rachlin — May 6, 1968

From: Ronnie Moore

Subject : Legal Pamphlet

When will the legal rights pamphlet be ready?

RMM:at

S E D F R E I N T E R - O F F I C E M E M O R A N D U M

To: Marvin R. May 6, 1968

From: Ronnie M.

Regarding Alice Teper's resignation, she will be leaving as of May 17.

If you have any questions, I will be glad to discuss it with you.

RMM:at

SEDFRE INTER-OFFICE MEMORANDUM

To: Marvin R. May 6, 1968

From: Ronnie

Subject: Norman Thomas Forums - Your Memo of April 17

It seems to me that no forum on the Poor People's Campaign should be planned at present, unless it involves only SEDFRE staff.

SCLC is too busy and is not enthusiastic about making allies.

RMM:at

S E D F R E — I N T E R - O F F I C E M E M O R A N D U M

May 7, 1968

To: Marvin Rich

From: Ronnie Moore

Subject: Staff Assignments, Responsibilities and Vacations

May 7, 1968 - June 29, 1968

Ed Cole and Spiver Gordon will be providing training services to the Poor People's Campaign.

June 30 - July 26

Spiver will be in Bethel, Maine attending the Community Change Specialists Laboratory sponsored by NTL. Ed will continue to work in Washington, D.C. assisted by volunteers.

From now until June 29th Hank will be working out of our office, running workshops and doing follow-up work in ghe North Atlantic Region.

Hank will be entitled to three (3) weeks vacation, since he has been on staff full time and part time one year. One week in October, one week in December and one week in pay.

Spiver Gordon and I shall take three (3) weeks leave and one (1) week in pay during September 2-23, 1968.

M E M O R A N D U M

May 13, 1968

TO: Ronnie Moore

FROM: Marvin Rich M.R.

SUBJECT: Distribution of Evaluations, Reports, etc.

I would like to establish a procedure for distribution of reports and evaluations. Obviously, each report should be considered on its own merit so that some will have widespread distribution and others more limited distribution. However, among the groups which should be considered to receive our reports are the following:

1. Larger givers
2. Press
3. Community organizations
4. The volunteer faculty, trainers and other important related individuals

These reports should not be mimeographed, but should be offset by Mail Tab (our mailing house). This means that the staff should type perfect copy on plain white paper which will then be photographed and printed from a photograph plate. I will need to know the approximate number of people in categories three and four so that we can print the appropriate number of copies. Also, these names should be put on plates at Mail Tab so the distribution can be handled efficiently. See me on this

M E M O R A N D U M

May 13, 1968

TO: Ronnie Moore
Carl Rachlin

FROM: Marvin Rich MR

SUBJECT: Bookcases

The carpenter has completed the bookcases in the Conference Room. They have been stained and are ready for the books and other materials which are lying all over the back office in cartons. Please see that your staff transfers these books out of the cartons and onto the shelves so that material can be used , and more importantly, the office does not look like a pigsty.

Attention Hank

Sincerely!
Ronnie.

P.S. Blackboards Look good

SEDFRE 5/15/68

INTER-DEPARTMENTAL MEMORANDUM

TO: Spiver Gordon

FROM: Ronnie Moore

RE: Items past due

Although I am aware of your Washington project responsibilities and heavy workload, I must have the following:

1. Jefferson County CEP evaluation

2. Your comments to Hank's draft - Evaluation on Negroes, Jews and Puerto Rican workshop. (Please return his draft. It's our only copy).

3. Your plane tickets to Selma, Alabama and Edwards, Mississippi.

We must bill SCOP. Whenever you work on a contract send us your travel receipts immediately.

This must be in this office by Wednesday morning, May 22, 1968.

Don't fuck up. Meet the dateline.

CC: Marvin Rich

Jane, Note correction for your info.

SEDFRE 5/15/68

INTER-DEPARTMENTAL MEMORANDUM

TO: Joyce T. Ware

FROM: Ronnie Moore

RE: Draft on Community Organization Manual

We must have your draft so we can revise and develop it.

Materials must be printed for the Washington Project and for our program in general.

We must have your draft by May 22, 1968.

No fucking excuses - Produce the draft.

cc: Marvin Rich

SEDFRE 5/15/68

INTER-DEPARTMENTAL MEMORANDUM

TO: Shirley Lacy

FROM: Ronnie Moore

RE: Training program and structure

Attached is an outline of what SEDFRE will attempt to do in Washington. As at present we don't need you. However, within the next seven to ten days we plan to call on you to work in the Leadership Development Center which will be erected in Resurrection City.

Take care.

cc: Marvin Rich

Jane, note correction

SEDFRE 5/21/68

INTER-OFFICE MEMORANDUM

TO: Marvin Rich

From: Laree Bell

Re: Accumulated time - Vacation

Ronnie has asked me not to schedule a vacation just now, because of the workload of the Leadership Department, so I have just listed below the dates and number of hours worked on those dates.

February 10, 1968	5 hours
February 18, 1968	4 hours
March 10, 1968	5 hours
March 16, 1968	5 hours
April 6, 1968	5 hours
April 20, 1968	16 hours
	40 hours Total hours

SEDFRE 5/21/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Staff Assignments & Responsibilities

May 22, 1968		Hank Smith Meeting in Hartford, Connecticut with representatives from the Community Renewal Team, Church Of The Good Shepherd, and The Center For Urban Ethics, to discuss training needs and future workshops for the Hartford area.
May 24 - 26		Hank Smith Southern Cooperative Development Program workshop, Lafayette, La. Sensitivity Training and Community Leadership, respectively.
June 3 - 8	J. Ware - H. Smith	Northern Educational Service, Springfield Massachusetts - Leadership Training Workshop.
June 14 - 16		Hank Smith Suffolk County Human Relations Commission Self Awareness - Community Development Workshop - Bridgehampton, New York.

Ronnie Moore's Schedule

May 20 - 24	Washington
May 25-26	Canada
May 27th	New York
May 28 - 31	Washington
June - 1 - 3	New York
June 4 - 7	Washington
June 8 - 10	New York
June 11 - 14	Washington

MEMORANDUM

May 27, 1968

TO: Father McKnight
Ronnie Moore

FROM: Marvin Rich

SUBJECT: Cooperatives - Israeli Trip

Meeting with Zeev Barash, representative of Histradut, Gregory Bardacks Director of the American Trade Union Council for Labor Israel, David Avrivl of the Isradi Consulate and Robert Wechsler and myself. Histradut has agreed to sponsor a tour of black cooperative leaders from America to Israel either in August or October. This tour would consist of a few lectures at the Afro-Asian Institute and then a tour of the various transport, inductrial, agricultural, marketing and consumer cooperatives including both Jewish and Arab.

Preferable dates were August or October. They felt that a three week tour would be most desirable. The responsibility for raising the travel expenses ($5000) would rest in New York. Gregory Bardacke would contact Michael Sviridoff. If that was unsuccessful, Robert Wechsler will contact a number of others. After phone conversations with Father McKnight and Ronnie I would suggest the period of October 3-24 for the trip. If you have any questions, please raise them quickly.

SEDFRE 5/27/68

INTER-OFFICE MEMORANDUM

TO: Eleanor Margolies

FROM: Ronnie Moore

On the first of each month car allowances should be paid to the following persons:

Spiver Gordon - $225.00 monthly

Ronnie M. Moore - $100.00 monthly

For the months of June, July, and August a check in the amount of $50.00 should be issued to Hank Smith - faculty salary (due the first of each month), to end September 1, 1968.

SEDFRE 5/28/68

INTER-OFFICE MEMORANDUM

TO: Marvin Rich

FROM: Ronnie Moore

I talked to Shirley, and she agreed to work with Hank in conducting the June 3-7 workshop for Northern Educational Service, Inc. in Springfield, Massachusetts.

The Washington Project is now ready for reporters, and the photo services of Ann ~~Mizrer~~ Meier.

Laree's raise should show up in the next check.

As of Thursday, May 30th, Carol Moore should be added to the payroll at a weekly salary of $120.00 for a period of three weeks. (ending June 21st). She will be assigned to the Washington Office to work dilligently with her husband.

As soon as the negotiations manuals are in, please send via air mail 500 copies.

I plan to be back in the office on Monday, which will be my day.

JUN 7 1968

Memo To: Marvin Rich

From: Ronnie Moore

Date: June 4, 1968

During the period May 28 - 30, 1968, I met with Charles O. Prejean. We decided on the following:

1. That the Rederation of Cooperatives will give an contract to SEDFRE to conduct training sessions outlined in the attached proposal. Immediately SEDFRE should draft a three week training design noting ways of using specialists, presentation of materials, field consultation and staff development. In late June or early July, SEDFRE has an oral contract to train the nine board members of the Federation Cooperatives, which has operations in 9 states including the four states presently serviced by the Southern Cooperative Development Program.

2. The Southern Cooperative Development Program is nearing its second year of operation and it was suggested that I come down June 16 through 18 to assist in writing an evaluation of the training activities in the past year and to develop an over-all training strategy for the final year.

I would like both your comments and instructions regarding the above.

By the way, I. Lamond Godwin (710 S. Limestone St., Lexington, Kentucky 40508, 254-7419) a Ford Foundation Evaluator, assigned to the SCDP, was up and requested that we give him a copy of our proposal to Ford. He is on our side and would like to push our program.

JUN 7 1968

Memo To: Marvin Rich
From: Ronnie Moore
Date: June 4, 1968

In response to your memo of May 28, 1968 regarding staff development, I would like to point out the following:

1. Spiver Gordon and Hank Smith are attending the National Training Laboratory Community Change Specialists Program, June 30 through July 26, 1968 in order to develop more training skills and to secure more knowledge on training techniques and theory.

2. I suggest that before September 1968, we hold a staff retreat in Monticello, New York (needless to say, where) for the purposes of staff development and program analysis and planning.

3. I would like you to give staff individual feedback on reports and evaluations. This may help staff develop their writing skills.

SEDFRE 6/14/68

INTER-OFFICE MEMORANDUM

TO: Ed Cole, Spiver Gordon, Hank Smith

FROM: Ronnie Moore

RE: Administrative Procedure

1. On all expense reports please indicate date, check number, and amount of expense advance. Show expense advance balance or expense deficit.

2. Whenever an air travel refund is due, please apply for it at the airport. This saves clerical time and avoids administrative errors.

SEDFRE 6/17/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich
Ronnie Moore

From: Hank Smith

Re: New Haven Connecticut

Mr. Jay Talbot - New Haven, Connecticut is planning workshops on Police/ Community Relations. He feels that he needs SEDFRE and/or SEDFRE's ideas. He will be in New York City June 18th (tomorrow) but does not have time for fruitful conference. However, he would like to make an appointment to discuss this with us on Thursday, June 27th at 10:00 a.m.. I have confirmed this appointment, and he will be coming to NYC specifically for this purpose.

Ronnie

M E M O R A N D U M

June 19, 1968

TO: All Staff

FROM: Jacqueline Turner

SUBJECT: Office Maintenance, Bit and Pieces, Odds and Ends

Since we have been in our new office space, several things have come to my attention that need to be said. With the advent of our newest staff members, the law interns, other things have come to my attention, so this is being written at the present time for old staff as well as new staff.

To begin, many of the services which were performed for us at Nassau street free of charge and by cleaning people are no longer done here. We pay for our garbage removal, and no mysterious person comes in at night and empties your garbage for you. You are expected to do this for yourself. Garbage is collected twice weekly, on Tuesdays and Thursdays. They are the most particular garbage collectors I have ever come across and quite selective in what they take. Thusly, all empty cartons must be flattened (they do not take anything remotely resembling a box or carton); no wood should be put in the barrels (they do not take wood); they are fond of paper, the very flexible kind like old carbons, envelopes, letters, etc. etc. etc. In the future, therefore, I don't expect to see boxes looking like boxes in the back, they should be flat (take your hostilities and frustrations out on the boxes and cartons and jump like hell). No wood either. If you have any do something with it, but don't bring it here. The garbage people don't like it.

Cleaning of the restrooms, the floors, vacuuming of the rugs, dusting is done once a week. These people are invisible (even I don't know who they are) and come sometime Friday night or Saturday. Every Monday I run around making sure they've been here over the weekend and little things tell me they have. It is therefore up to us to keep it clean as possible in between times and sometimes these in between times seem like a month. If you drop a piece of paper on the floor, do feel free to stoop down and pick it up. This applies for anything which happens to fall from your hands and end up on the floor. Also, accidents (serious ones) can be caused by water, tea, coffee, or other liquids spilled on the floor and not wiped up.

Space as you can see is mighty precious. Once staff now in D.C. with the Poor People's Campaign return, we begin musical office, chairs, typewriters and so forth. The only ones who don't play the game are Marvin Rich, Carl Rachlin and Ronnie Moore. The rest of us had better start wearing sneakers and be on the alert. It's always important to keep where you are fairly neat, it becomes absolutely imperative when there is a great deal of shifting going on. If you are temporarily using someone else's desk or office, or table, remove everything that belongs to you when you leave. Remove any

books, papers that you have been using as references or reading. We have folders and file drawers. Put your materials in a folder and place same in a file drawer or in a desk drawer. Don't leave anything that you have been using around for someone else to move out of their way the next day.

Coffee drinkers beware! The Ides of March are Upon Ye!! Sugar crunching is one of my pet hates. And it seems as though whenever I approach that machine I'm always walking or putting my hand down on some sugar that goes CRUNCH!! CLEAN UP, WASH UP, WIPE UP. Enough said.

Last, by definitely not least, we are STILL using long distance forms for all out of state calls. Out of state means New Jersey, Washington, D.C., and it might even mean Hempstead Long Island the next time a phone bill comes in with a $7.00 call to Long Island which lasted almost two hours.

I will write no more. I think by now you are aware of what I've been getting at. Let's all rally round something and try to be a bit better.

P.S. The coffee, tea, sugar ain't free. Laree collects periodically to replenish the supply. Positively no free loading allowed. Give whatever you wish to when she comes around. Us tea drinkers would rather fight than switch.

M E M O R A N D U M

TO: Marvin Rich

FROM: Carl Rachlin

DATE: June 20, 1968

SUBJECT:

Helen Hoffman called to say that she has been able to bring together both the dean of the law school and Professor Knowlton for Friday, June 28, 1968 at 10:00 a.m. It would be very difficult to change the time, so that we should please do every thing possible to attend the meeting.

Carl Rachlin

le

cc: Nanette Sachs
Ronnie Moore

June 21, 1968

Memo To: Marvin Rich

From: Ronnie Moore

Re: Descriptions of John Wynn and John Perkins

Rev. John Perkins, a Protestant Clergyman, is a supervisor for the Southern Cooperative Development Program in the states of Mississippi, Tennessee and Louisiana. He is in charge of ten organizers and is working with four agricultural cooperatives and two consumer cooperatives. He has organized a rental housing cooperative for 100 family units in Menden Hall, Mississippi. He is the pastor of the Voice of Calvalry Church in the same town.

Rev. John Wynn, a Roman Catholic Priest, is a part-time trainer in SEDFRE's Leadership Development Program. He worked as a trainer in the 1968 Poor People's Campaign teaching non-violent civil disobedience, self-help advancement projects and political action. He is a consultant to the S.C.D.P. on the mobilization and utilization of black community resources for producer and consumer cooperatives. He is a member of the Black Catholic Clergy Community, which is pushing social action reforms within the church. He is presently engaged in training coop members and policy makers in the states of Tennessee, Louisiana, Mississippi and Alabama.

M E M O R A N D U M

June 21, 1968

cc: Andrew Norman
Nils Douglas
William Ellis
Nannette Sachs

TO: Staff

FROM: Marvin Rich MCR

SUBJECT: Robert F. Kennedy Memorial Foundation

I have had a number of conversations with representatives of the Kennedy family about an appropriate memorial to the Senator. At this point the proposals below are still tentative and have not yet gone to Senator Edward Kennedy. However, I have the feeling that they are fairly firm and that the family will make the decision quickly.

In essence, the thinking is to establish a Robert F. Kennedy Action Foundation. The board will probably consist of three groups 1) immediate family and friends of the Senator. These would certainly include Edward Kennedy, Mrs. Robert F. Kennedy, Mrs. John F. Kennedy and others; 2) independent experts on problems of youth and the poor and 3) grass-roots people. The Foundation will have two major programs:

1. A Kennedy Action Center which would be financed, run and directed by the Foundation in a sizeable structure, probably in Washington. Its program would be youth oriented and in some ways would function as a lobby for the young.

2. An Internship Program now gauged for 150 junior interns of high school age and 150 senior interns college and graduate students. These interns would be assigned to a wide range of sponsoring institutions for a period up to one year. It is now expected that they would not function as a class, all starting and ending at a given time, but new ones would be taken on periodically. The current estimate is that 50% of them would be from the American poor, 30-40% chosen at random and the balance from foreign applications. There also may be a small number of fellowships available for advance study at a number of institutions.

I discussed the need for inter-communication between these interns and the possibility of semi-annual or annual conferences. I am not sure that they fully buy this approach and are now talking about a journal to fill this need.

Do you have any suggestions which you feel we should make?

Hauk

JOBS AND NEW CAREERS

Sen. Robert F. Kennedy

Statement before the Senate reviewing the Economic Opportunity Amendments of 1967--Emergency Employment Act, September 27, 1967.*

The Emergency Employment Act could and would function simultaneously to fill shortages in the human service fields and to provide on-the-job education and training to the unskilled for effective functioning at entry-level positions and for upward mobility within the agencies hiring them.

And let me make clear that there is ample experience already with the kind of employment that is contemplated by title II.

There are now, for example, 116,000 teachers' aides in the United States, most hired with funds under the Elementary and Secondary Education Act of 1965.

The National Education Association has allocated funds to establish a national organization of teacher aides affiliated to the NEA and plans a national teacher aides conference for the next school year.

The Bank Street College of Education recently made a nationwide study of teacher aides, teacher assistants, family workers, and other auxiliary educational personnel employed from California to Puerto Rico. It found great possibilities in the professional-nonprofessional team in enabling the teacher "to meet individual needs of pupils." The multilevel approach was found to provide "an escape from rigid structuring in the classroom with more small groupings and independent activities possible." The report says that any classroom can benefit from "effective utilization of auxiliaries, regardless of the composition of the school population of the socio-economic background of the auxiliaries."

Oakland, Calif. has created a "ladder of skills" for its teacher aides, in line with the "job first, diplomas later" concept of new careers. A person who first goes to work as a teacher aide can rise through an aprrenticeship program to assistant teacher, then to associate teacher--with an Associate of Arts degree, combining work experience with college courses--and finally to certified teacher.

Last June the Women's Talent Corps completed its first training program. A group of women, 23 to 54 years of age, many of whom had previously been on relief, were graduated "from hard-core poverty into expanding futures," according to the New York Times. They will fill subprofessional positions as teacher assistants and guidance assistant.

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* The Committee on Labor and Public Welfare, reviewing the Economic Opportunity Amendments of 1967, recommended that the Senate adopt the Emergency Employment Act. This Act, called the Clark Bill, was a result of the recommendations of Sen. Clark's subcommittee examining the war on poverty last spring which found that jobs were central to solving the crisis of cities and depressed rural areas. The Clark Bill would

In the health and welfare field there is also useful experience to draw upon.

For example, at the Lincoln Neighborhood Service Center Project of New York, six subprofessional mental health aides served more than 25,000 people. The total salary for the six aides was $25,000. Cost of training operation of the storefront center was an additional $25,000. Thus, the Center was able to provide vital service to 25,000 persons by spending only $2 for each individual receiving aid. This is for a 1-year period.

Besides providing direct services for the clients of the center, the aides also organized a number of neighborhood meetings, committees, parties, and special programs. In this way another 20 to 25 percent of the neighborhood, beyond those who received direct service, were benefited by those other types of activities.

And there has been other interesting experience in working with unemployed youth.

Dramatic success was achieved by the Howard University community apprentice program when it motivated and trained a group of "hard-core" disadvantaged young men to become research, preschool, and recreation aides. They all bore the scars of poverty: delinquency records, functional illiteracy, broken homes, fragmented schooling, low measured IQs. As they learned and worked, they were oriented toward further attainment. They obtained more advanced jobs, returned to school, ceased delinquent behavior, went on to college, and have had significant jumps in their measured IQs.

The homework helpers program started by Mobilization for Youth produced striking benefits for both the teenage tutors and their pupils. The youths hired by the agency to tutor slow-reader grade school students significantly raised the reading levels of their pupils but also vastly improved their own abilities, picking up an average of 3 1/2 years in reading skill.

Finally, the Community Action programs already employ 130,000 non-

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* cont. authorize $2.5 billion over a two year period to provide 300,000 jobs for the unemployed in both public service agencies and private industry. Although the Senate did not adopt the Clark bill, many Congressmen are considerably interested in developing legislation for massive job programs for the unemployed. Significantly, the bill was defeated by an extremely small margin which allowed experts to predict the adoption of a similar bill next year. Congressmen, such as Rep. James O'Hara, one of the most respected experts on manpower and employment in the House, is calling for a one million job creation program; Sen. Prouty of Vermont also is planning to introduce a version of his bill in the Senate. Perhaps what is most significant is that the Congressmen are calling for job programs which go beyond short term, make work projects and are demanding well planned training and career development for the new employees. Senator Kennedy in the above excerpts from his speech before the Senate in support of the Clark bill has spelled out much of this intent to develop permanent careers for the unemployed.

professionals. Research by Daniel Yankelovich, Inc., on a sample of 5,000 of these workers in nine cities indicated that these workers have been doing a very effective job, and that they display high morale and considerable involvement in their work, and have been well accepted by professionals.

The Emergency Employment Act is therefore, a well-conceived and practical program. There is ample evidence that there is a potential of far more than 200,000 useful, productive jobs which could be created now in the fields of health, education, police work, recreation, and welfare casework. And there is ample evidence from experience that we already have in employing sub-professional personnel under existing Federal legislation that such a program is practicable and workable. It will help in rural as well as urban areas, and will help create jobs in private enterprise as well as public service.

M E M O R A N D U M

June 21, 1968

TO: Staff

FROM: Marvin Rich MR

SUBJECT: Poor People's Campaign

There will be an informal staff conference on Monday, June 24th at 11 a.m. Ronnie Moore at that time will be discussing SEDFRE's participation in the Poor People's Campaign in Washington. If you are at all interested in the role that we played in this Campaign you are welcome to attend.

SEDFRE 6/25/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Washington Project and Staff Responsibilities

John Wynn and David Helper will take care of the administrative details in ending the Washington Project no later than the morning of Friday, June 21, 1968. Effective Monday, June 24, David Helper should be added to the SEDFRE payroll at a yearly salary of $6,000.00, the termination date of his employment should be left open.

Kenny Johnson will work out of the New York office during July and August. The Weshsler Coffee Company added him to their payroll at $50.00 weekly, as of Wednesday, June 12, 1968. Kenny will work on material development, report writing and workshop planning. I have agreed to supplement Kenny's salary at a rate of $25.00 a week, which is payable in a lump sum at the end of the summer.

Muriel Johnson, Joyce Ware Thomas, and Arthur Jacob were dropped by U.P.O. as of Friday, June 21, 1968. SEDFRE's responsibility to them terminated the same day.

Spiver Gordon and Edward Cole, left Thursday, June 20, 1968 for Florida and Mississippi, respectively, via automobile. Spiver will return to New York on Friday, June 28, for a conference before leaving June 30, for Bethel, Maine with Hank Smith.

In Jackson, Mississippi, Ed Cole will work on a manual on Sensi-

Memo to: M. Rich
From: R. Moore

tivity Training and conducting training sessions for the Rankin County Movement for Progress. He will be in Mississippi until he leaves to fulfill a July 9 through 26 contract with the Southern Cooperative Development Program.

John Wynn will spend a great deal of his time working for us and SCDP. I expect him in New York around July 7, 1968.

SEDFRE 6/25/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Robert Wechsler says that he needs our tax exemption certificate to justify his contributions, as he is having trouble with the Internal Revenue Service.

SEDFRE 7/1/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Recent conversation with Steve McNichols

I talked to Steve the other day, he is doing a study in economics under Ray Marshall. He is studying cooperatives in Kentucky, he said that McKnight will probably get his $60,000 supplementary grant for training.

Now that we have covered the issues via the grapevine, he called to talk about a NMA group that is interested in setting up a National Skills Bank. However, such a group would need a direct liason with thousands of grass roots organizations that would be able to contact the hard core unemployed for the bank. In short the bank would easily get the jobs, but who would get the people. Originally Steve wanted to use CORE, but I reminded him that CORE scarcely has a staff, and that it is almost non-existent as a national organization. I hinted that SEDFRE may be interested.

SEDFRE 7/1/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Prices, publicity and distribution of materials

I would like to set up some mechanism of informing poverty corporations, community groups, and similar bodies of the materials we have developed. Definitely our materials should be sold and wide distribution will add to the publicity of our activities.

SEDFRE 7/3/68

INTER-OFFICE MEMORANDUM

To: Hank Smith

From: Ronnie Moore

Re: Conference with Florence Rice

The other day I talked to Florence Rice of the Harlem Consumers Education Council. She informed me that there was a growing number of consumer groups in the country. I suggest that you contact her for the following:

1. Names and addresses of consumer organizations.
2. How SEDFRE can help to organize and plan the August 19th conference, "Human Rights Through Consumer Cooperation"
3. Secure from her the names and addresses of local grass root organizations in Harlem which may or may not be connected with consumer education.

SEDFRE 7/9/68

INTER OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Vacations

I shall take my vacation August 7-28, 1968, andLLaree will takerher vacation, August 12-16 which is the following week.

M E M O R A N D U M

July 10, 1968

TO: Staff

FROM: Jacqueline Turner

SUBJECT: Refreshments

Just a short note to let you know that through the the generosity of Richard Klein and his father, we have been supplied with sodas which are available to all, while they last. A very large thank you muchly is due Richard and his dad.

M E M O R A N D U M

July 10, 1968

TO: All Staff

FROM: Jacqueline Turner

SUBJECT: Telephone Messages - Office Cleanliness

On Tuesday I received a complaint that several telephone messages left for Carl Rachlin over an extended period of time were never received by Carl. The caller in this instance happened to be a SEDFRE Board member which made it doubly embarrassing for Carl when he finally talked to the person. Other complaints have been received at various times , and I have noticed a few myself which I'll summarize.

A telephone message should always be left for the person called, even if the caller says he will call back. Telephone messages should tell a complete story e.g. name of caller, date, time, caller's number, from what agency or organization, message if any, what follow-up action is to be taken, and the name or initials of the person who took the telephone message. Frequently I have answered the telephone and been talking to the caller, only to be cut off completely by someone else answering the same call. I caution all secretaries to be sure the light is flashing when you pick up on an extension to answer, and make sure no one is talking. It's annoying to be cut off like this, and it does not leave a good impression image-wise. Also be certain of the extension you're on before telling someone they're wanted on the phone. It's fine when only one extension is lit, but when all four are lit, it's hell cutting in on all four and introducing yourself only to find you've disrupted Marvin from talking with Edley of the Ford Foundation!

Everyone has responded very well to over-all office cleanliness, and the coffee drinkers are the darlings of the day. However, cigarette smokers are causing me much grief. I think there must be a contest going on to see how many days you can use the same ashtray without emptying it and there's definitely a contest going on with regard to emptying the wastepaper baskets. And, as incredible as it may seem, even though the sodas have only been here for about two days, a can of WINK and a can of Rooti Beer have been winking and rooting at me from the same two desks for two days. What can I say but EMPTY, EMPTY, EMPTY three times.

M E M O R A N D U M

July 11, 1968

TO: All Staff

FROM: Marvin Rich

SUBJECT: Use of Xerox Machine

Within recent weeks, through carelessness on the part of staff, we have experienced several breakdowns of the Xerox machine. The most frequent cause of the breakdowns is improper insertion of paper. This occurs because of the constant changing from letter size to legal size paper. The frequent changes of paper also results in an excessive amount of paper being wasted.

The cost of operating the Xerox machine, buying supplies, frequency of use, breakdowns is expensive, and I am very disturbed at the carlessness and waste with regard to its use. Also, the increased use of the machine for non-SEDFRE material is becoming excessive and expensive to SEDFRE and will have to cease. Further, the machine should at no time be used as a chair, or a stepladder.

Consequently, effective immediately, and until further notice, anyone using the machine and causing the machine to jam as a result of their use will be restricted from all further use of the machine. You are asked to be certain that you are inserting the paper correctly and that you follow all other procedures necessary for the proper operation of the machine.

July 15, 1968

Dear Friend:

The American Committee on Africa invites you to a film showing on Southern Africa.

Date - August 13

Time - 7:30 p.m.

Place - Church Center to the U.N.
777 U.N. Plaza (at 44th Street)
11th Floor - Hardin Room

Two films, both available through ACOA will be shown. One, Sabotage in South Africa, a CBS film narrated by Walter Cronkite, is one of the outstanding documentaries on the structures of apartheid. The second film is an NBC production, entitled, Angola: Journey to a War, filmed in 1962 by two Americans who went into territory held by the nationalist forces after the uprising in 1961.

The showing is free but contributions will be accepted to further the work of the liberation movements in Southern Africa through our Africa Defense and Aid Fund.

R.S.V.P. LE-2-3700
Deloris Hodge
Karen Oswalt

Harold Applebaum called off
Davey Kenny + Hank should
attend, Send memo

R

Ayers
Richardson

MEMORANDUM

July 15, 1968

TO: Ronnie Moore

FROM: Marvin Rich MR

On June 4th you indicated that we would train the nine board members of the Federation of Southern Cooperatives in late June or early July. Has this been done? Also, in the same memo you indicated that you would assist in writing an evaluation of the training program of the Southern Consumers Development Program. Has this been done?

M E M O R A N D U M

July 17, 1968

cc: Ronnie Moore

TO: Dave Helper
Kenny Johnson

FROM: Marvin Rich

SUBJECT: Draft Evaluation - Poor People's Campaign

I have just completed reading the draft evaluation of SEDTRE's participation in the PPC. I was impressed by the comprehensiveness of the report, and of its grasp of the nature of the PPC, as well as our own training effort. You are to be congratulated on it. This is not to say, however, that it has no weaknesses. It tends to be repetitive and diffuse. I am sure that the next draft will correct this. I have made a number of relatively minor editorial comments on the text itself. I am pleased.

M E M O R A N D U M

July 17, 1968

TO: All Staff

FROM: Marvin Rich MR

SUBJECT: Office Procedure during July 22 - August 5, 1968

During the period indicated above, I, as well as Jackie, will be away from the office on vacation. There will be a few minor changes in administrative procedures during this period which I would like to inform you of.

With the exception of the Legal Department, all mail received will be opened and distributed by Laree Bell. Any phone calls normally handled by myself or Jackie should be given to Laree. I will be in touch with the office each day, around mid-day at which time Laree will inform me of mail and phone calls which may require my attention.

The payroll of July 25th will be on schedule as usual, but no other checks or administrative expenditures will be approved until after August 5th. Petty cash will be disbursed by Eleanor Margolies, and I must remind you that it is intended for only petty expenditures. I do not anticipate that any financial emergencies should arise during my absence which cannot await my return, and no financial commitments of any nature should be made without prior approval by me.

In general, I expect that each Department Head will see that his department functions normally, that no gaps in service occur.

SEDFRE 7/17/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Memorandum of July 15, 1968

I In that memo you referred to plans that we had tenatively made with the Federation of Southern Cooperatives and the Southern Cooperative Development Program. I would like to report that we have done neither thing suggested in the memo. (1) The Federation of Southern Cooperatives will not train its board members until it has received its grant from OEO. (2) We are in the process of evaluating the Southern Cooperative Development Program, which I hope to complete in about ten days.

SEDFRE 7/17/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

It seems possible that SEDFRE will secure a contract from the Interracial Council For Business Opportunity regarding the feasibility of providing process operation for Coops in the south. Our contract will consist of investigating the feasibility. The investigating committee will consist of business, organizational, and managerial representatives. SEDFRE will provide, namely, Ronnie Moore for his views on organizational development.

SEDFRE 7/17/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: SEDFRE's Participation in the Westfield Institute

Dr. Peter Sloan of Westfield State College, Westfield, Massachusetts 01085, has requested that SEDFRE participate in a Teacher Development Institute. The program will deal with preparing teachers to teach elementary school teachers sociological and economic principles. Of course to do this project I shall need the help of Evelyn Rich and Preston Wilcox.

SEDFRE 7/17/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Trip to Israel

I would like to bring the following issues to your attention:

1. When do we have to apply for a passport?
2. What type of shots do we need?
3. Have all the travel arrangements been made?
4. What other questions should I ask you?

SEDFRE 7/1 /68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Financial matters for the Leadership Training Department

1. Effective October 1, 1968 my car allowance should be increased from $100.00 per month to $150.00 per month.
2. Effective immediately my expenses should be reimbursed by per-diem which should total $30.00 per day plus transportation.
3. Business entertainment will be charged to my American Express credit card and the American Express card will be billed to the office effective as soon as past charges are clear.

1 pc

SEDFRE 7/19/68

INTER DEPARTMENTAL MEMORANDUM

To: Hank Smith

From: Ronnie Moore

While you were away in Bethel, I made a committment for you. I got a contract for SEDFRE, from August 7-9th. The attached letter is self explanatory.

Please act in accordance with the request.

THE UNIVERSITY OF THE STATE OF NEW YORK
THE STATE EDUCATION DEPARTMENT
ALBANY, NEW YORK 12224

WILBUR R. NORDOS, ADMINISTRATOR
DIVISION OF INTERCULTURAL RELATIONS IN EDUCATION

July 18, 1968

Mr. Harry Smith
Scholarship Education and Defense
Fund for Racial Equality
164 Madison Avenue
New York, New York

Dear Mr. Smith:

This is to confirm the invitation extended to you to participate as a Discussion Leader at the Seminar on Race and Education for the State Education Department supervisory staff beginning at 7:30 P.M., August 7, ending at noon, August 9. Originally, the plan was to hold the Seminar at Columbia University, but it has become necessary to meet in Albany. Dates remain the same. We hope the change in location will not prevent your participation.

Under this arrangement, we will pay $200.00 plus travel, meals and hotel expenses.

For those who could not attend the briefing session held earlier, we will want to meet with you to acquaint you with the program format and answer questions relative to your participation. We are reserving Friday afternoon, August 2, at 3:30 P.M., in our New York City office at 261 Madison Avenue, near 38th Street.

Will you be kind enough to confirm your participation as soon as possible. Telephone 518-474-3934.

Thank you for your cooperation.

Sincerely yours,

Nida B. Thomas

Nida B. Thomas, Chief
Bureau of Educational Integration

SEDFRE 7/19/68

INTER-OFFICE MEMORANDUM

To: Shirley Lacy

From: Ronnie Moore

I don't know your plans, but I'm tired. I am going on my vacation July 29, and will not be back until August 19th. I am going to be working hard trying to relax and take life easy. Unfortunately I amde a committment for you, not knowing your plans. Please alter all previous plans and do what the attached letter requests. I'm sorry, I tried to reach you by telephone, but you know how things are. In addition to this we've got a contract with CATI to plan a curriculum, beginning Wednesday, July 24th. I have you down to do the work. Please contact me for details.

Love
R

SEDFRE 7/22/68

INTER-DEPARTMENTAL MEMORANDUM

To: Staff

From: Ronnie Moore

Re: Membership in Community Development and/or Training Associations

It seems to me that you should become a member. Would you kindly state in a reply memorandum what national or local associations exist that you would like membership. I don't know of any, I think there is a National Association of Community Developers, would you be interested in a membership in this group? If so why? Please state similar examples and reasons.

R

SEDFRE 7/22/68

INTER-DEPARTMENTAL MEMORANDUM

To: Staff

From: Ronnie Moore

Re: Rental fees and use of Video Tape Equiptment

I recently learned that the recorder of the Video Tape equipment is rented out for $100.00 for the first day and $50.00 each additional day. The camera is rented out for $25.00 for the first day and $15.00 each additional day.

SEDFRE rates will be the same as of the date of this memo. Video tape equiptment will only be used in training sessions where training exercises necessitate its usage or indicated on curriculum or training design previously submitted to the director.

R

SEDFRE 17 7/22/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Staff meetings for the next year

I suggest that we meet, roughly, every three months, on the following dates:

September 17-19, 1968

~~January 29-31, 1969~~

~~June 25-27, 1969~~

I suggest that we meet at the YMCA Conference Center, Pawling, New York.

For the first staff meeting Laree can arrange the time and meeting facilities, etc., as soon as you say so.

Let's get together and discuss the curriculum for the three day meeting.

Carl Marv Shirley Ronnie Mac Sam Laree Hope Hank Lyle Ingo

Pawling N.Y.

Sept 6-8

Set a place

Sept 16-18, 1968

SEDFRE 7/23/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Leadership Development Program 1968 - 69

Territory - Within the next year SEDFRE will work intensively in the following states: Mississippi, Alabama, Tennessee, Georgia, Florida, South Carolina, North Carolina, Virginia, Maryland, District of Columbia, New Jersey, New York, Pennsylvania, Connecticut, Massachusetts, and Rhode Island. However we shall be available to respond to requests for training and/or technical assistance in other states. We expect requests from the mid and far west, particularly California and the Appalachian Mountains.

ACTIVITIES

Workshops for community groups - Training will be localized. The curriculum will be based on the trainers' diagnosis of the training needs of the organization requesting service.

Technical assistance to local groups - Bringing of experts to local groups for personal consultation on self helping programming will continue to be a valuable service for years to come. Resource persons from SEDFRE staff and volunteer faculty will provide legal, economic, and political expertise to underdeveloped Black leaders. Assistance will include:

1. Evaluating their activities.
2. Identifying and diagnosing their problems in program and organizational development.
3. Identifying and selecting community resources.
4. Analysing community problems and exploring solutions.

5. Doing research on what public programs can meet the needs, and help groups apply for and secure pertinent public assistance.
6. Analyzing their methods of action and training their members in social action e.g., negotiation, community organization, non-violent protests, legal action and moral persuasion.
7. Familiarizing groups of civil rights and social legislation, availability of legal sources, provide training to minimize legal red tape and filing of complaints.

Federal Assistance - Federal grant for research studies, planning and demonstration projects, designed to deal with pertinent conferences and/or national programs will be explored. Examples are as follows:

- Information and skill training for Black School Board Officials.
- Bridging the gap and analyzing the interests and activities of students and educators in community participation.
- Application of community change curriculum and techniques to adult education programs.
- Involving of poor and paraprofessionals in the analysis and consultation of public programs in ghetto areas.
- Study of "new products" for cooperatives within minimal capital investments.
- Programming for police community realtions.
- Study of attitudes of white suburbanites by black paraprofessionals. (A Washington office staffed by one informant would be helpful).

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In November 1968, we shall sponsor a National School Board Seminar for 150 school board members and 50 educators, teachers, parents, and community

activists in the field of elementary and secondary public education.

Other seminars will be developed based on:

1. Recommendations from field staff e.g. poor folks conferences or one-day statewide leadership seminars.
2. Studies previously mentioned that may dictate the feasibility and significance of the seminars.
3. A common need is pertinent and obvious.

(The availibility of funds will be a factor).

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We are presently negotiating the Rutgers University of Law program, for the traditionally and systematically excluded.

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SEDFRE will convene a national seven (7) day conference for the purpose of involving expeyts and community trainers in the numerous aspects of community education. The persons selected will be volunteers committed to serving the groups involved in SEDFRE's program. The objectives of the conference will be 1. to match the needs of the citizen leaders with skills, availability, and expertise of consultants and 2. to help consultants relate to the attitudinal flexibility require to train community activists. The results should be a more "in touch" faculty and a national network of community trainers.

Research, Resource Materials Development, and Film Production

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like SEDFRE's booklets; Political Strength - How To Get It, Negotiation, and Money Raising must be duplicated many times again. New booklets on community organization, law and protest, and public relations must be developed and published.

SEDFRE should undertake the writing of a book on community training for Black Americans. Staff associates under close supervision can conceptualize their experiences and learnings into a book that is desperately needed among professional and paraprofessional community trainers.

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SEDFRE will continue its relationship with Southern Cooperative Development Program, Federation of Cooperatives, Center for Urban Ethics, and New Jersey CATI. New contracts are anticipated from public agencies involved in new careers, model cities, and poverty programs. A special attempt will be made to secure contracts from industry for developing trainers of recently hired, hard core employees and training community relations staff members.

Staff Development and Expansion

Requests for training far exceed our staff resources. We must expand. The field of community education is new, and experience trainers are rare, Therefore, old and new members must be kept up to date on training theory and techniques, plus cognitive data on public resources. New members must learn the history

of the training era plu skills and information.

We shall develop our staff through conferences, membership in national community development associations, and attending advanced seminars.

Leadership Training Advisory Committee

With the field of community education constantly changing, it seems to me that an advisory committee would keep SEDFRE in touch. Ideas on direction, program expansion, and availability of funds. I suggest that the committee be composed of members who can give much ideas, develop models for program implementation, and assist in fund raising and in public relations. The committee should meet every three months and be kept well informed of our training activities.

Interdepartmental Planning and Coordination

In several ways the legal department can be vitalized: 1. compliance analysis with local, state, federal legislation on discrimination and 2. legal assistance to local groups via field consultations and workshops. We staff associates need to kept informed on civil rights and social legislation while the legal department can do the research and summary writing. Materials development is another area for collaboration.

Memorandum: To: M. Rich
From: R. Moore
Leadership Development Program 1968 - 69

LEADERSHIP DEVELOPMENT BUDGET
1968 - 69

Salaries

Director		$13,000.00	
Secretary		7,020.00	
Trainers (6)		51,350.00	
	Total	$71,470.00	
	Benefits 10%	7,147.00	
	Total salaries & benefits		$78,617.00
Car allowances (monthly)	$1,500.00		18,000.00
Air Travel (monthly)	1,000.00		12,000.00
Per-diem (monthly)	2,350.00		28,200.00
Telephone	325.00		4,000.00
Office Rent	200.00		4,800.00
Consultants (travel per-diem & fees)	750.00		8,000.00
Specialized seminars			70,000.00
Technical assistance to public officials			230,000.00
Training trainers			20,000.00
Research resource materials & film production			60,000.00
Program development			5,000.00
			$538,6.7.00
	10% administrative charge		53,861.70
	TOTAL		$592,478.70

SEDFRE 7/29/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Staff Activities

The general staff meeting has been set for September 6-8, 1968 at Holiday Hills Pawling, New York.

STAFF ASSIGNMENTS

Kenny Johnson July 29-August 31, 1968	Directing Newark Voter Education Project.
John Wynn July 29-31, 1968	Working in Trenton, New Jersey - writing a case study on "The Appointment of a Black Superintendent of Education." (this assignment is under contract by N.J. CATI). From New Jersey he will go back to Washington, to begin doing the research you requested on the Technical Assistance to Newly Elected Public Officials. After the preliminary research, you and John should discuss the next steps of his assignment.
David Helper July 29 -	Trenton, New Jersey - working on curriculum development for N.J. CATI's Community Leadership Program. He will be working under a 10 day contract, however it is not necessary for him to stay in Trenton for 10 days. As a matter of fact, some of the days will have to be spent training, by Dave or someone else from the SEDFRE staff.
Spiver Gordon July 29 - August 19, 1968	Vacation
Shirley Lacy July 29-August 2, 1968	Talking to public officials about the Technical Assistance Proposal and requesting letters, and doing similar research. After that assignment she will begin making contact with local groups in New Jersey, and Eastern Pennsylvania for technical Assistance work to local organizations and training activities for the next years' program.

James T. McCain July 29 -	Voter Registration work in South Carolina and preliminary research, that is, talkingto public officials about the Technical Assistance Proposal, and requesting letters be sent in indicating a need for the program.
Hank Smith July 29 - August 19, 1968	All of this time Hank should spend his time making contacts with groups in Harlem.
Edward L. Cole	Will continue to fill SEDFRE's contract with Southern Cooperative Development Program.

The workshop that was previously scheduled for the Newark New Careers Program has been rescheduled for September 20-22, 1968.

If you are interested, I will be partially on my vacation and partially working for SEDFRE from July 29 - August 19, 1968. Laree has my schedule, and I will remain in contact with the office.

David Helper and I have made contact with the Negro Ensemble Company and they have agreed to do a benefit for us. I would like for you to make a decision on this as soon as possible so that Dave can make the initial contact and you can set up the fund raising network.

SEDFRE INTER-OFFICE MEMORANDUM 7/31/68

To: Marvin Rich

From: Ronnie Moore

Re: Cooperation with other organizations.

It seems to me that we must move before a time of assassination like when King was killed to talk to Black brothers about working together.

If we develop a relationship before things like this happen then it will be easy to negotiate in times of crisis. I suggest that we begin to develop a relationship with all national groups, although I realize that national groups are in their last days of survival. I suggest that we begin with Roy Wilkins. Would you like to meet with him? If we meet with him what will we tell him?

SEDFRE 7/31/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: The North Carolina Fund

The North Carolina Fund is an organization that has been producing films and materials for community groups and universities, particularly educational institutions, for some time. Maybe we can contract the fund to produce materials, not materials, but films for us. Should we send a staff member there to see what they are doing?

SEDFRE 7/31/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: The creation of a Civil Rights Information Bureau

I know it sounds way out but definitely it is imperative. That is we should set up a National Institute for some type of national forum by which the leaders of the civil rights organizations can come together share programatic ideas, and information. Let's discuss this, I'm very open on the subject and I don't know exactly what I'm talking about.

SEDFRE 7/31/68

To: Staff

From: Ronnie Moore

Re: Films

It is imperative that we do not rent or lend out films. Staff persons who use films in workshops are responsible for the films. Recently we have purchased films ranging in price from $100.00 to $275.00 per print, this means we must be careful.

SEDFRE 7/31/68

INTER-DEPARTMENTAL MEMORANDUM

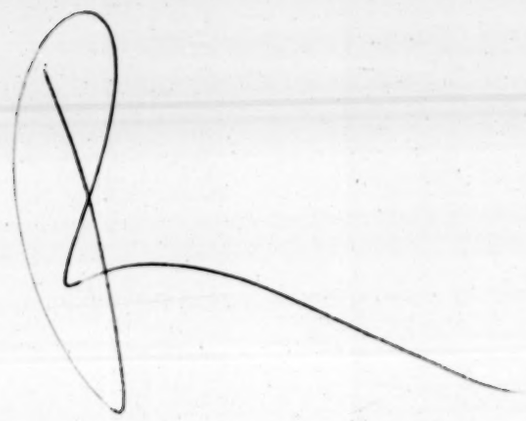
To: Staff

From: Ronnie Moore

Re: Purchasing

Books, folders, films, or supplies which you purchase without the approval of the Department Director may not be reimbursed.

I suggest in order for coordination that all purchases be cleared by me.



MSS SFDFRE
546

Inter-office Memos 1965 Aug - 1969

Box 20
Folder 8

State Historical Society of Wisconsin

Please Retain Original Order

SEDERE 8/1/68

INTER-DEPARTMENTAL MEMORANDUM

To: Laree Bell

From: Ronnie Moore

Re: Charges for evaluations and booklets

Effective the date of this memo whenever you send out copies of materials that we have developed the charges should be as follows:

Booklets - .15 per copy - $10000 per hundred

Evaluations - $1.00 per copy

cc: Marvin Rich

SEDFRE 8/1/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Community Action Training Institute - Gary, Indiana

When is the last time that you discussed this matter with Jim Gibson? What is the latest? Are we going to provide seed money for the institute? If so how? When do we send a staff member to Gary? Is mayor Hatcher still insterested? To what extent?

These questions must be answered and we must come to grips with the situation.

SEDFRE 8/5/68

INTER DEPARTMENTAL MEMORANDUM

To: Staff

From: Ronnie Moore

Re: Cooperative Display

August 18-23 at the Park Sheraton Hotel there will be a Cooperative Display of products produced in the south by the Federation of Cooperatives and the Southern Cooperative Development Program. If you are interested please attend.

R

SEDFRE 8/6/68

INTER-OFFICE MEMORANDUM

TO: Marvin Rich

FROM: Ronnie Moore

RE: Proposal for Technical Assistance for Newly Elected Negro Officials.

The first question I would like to raise is whether or not we really mean newly elected officials? Or do we mean both? What do we have to offer the inexperienced public official and what do we have to offer the experienced public official? What do they need? I find the descriptions of the staff positions to be adequate and detailed enough. However, I think the curriculum should become more specific once we get some feed back from the public officials themselves.

On the day-to-day aid, I think you should mention that the local Black politicians are citizen leaders who are involved in multi-purposeful activities besides political action and therefore, the day to day aid feeds into SEDFRE's existing technical assistance program for local organizations.

I think the proposal has passed the planning stage and it is time that we submitted it for funding immediately upon receiving responses from public officials and request letters stipulating need.

SEDFRE 8/6/68

INTER-OFFICE MEMORANDUM

TO: Marvin Rich

FROM: Ronnie Moore

RE: Issues at hand

First of all I would like to say that I attempted to call(as a matter of fact I called) Bryant George, and he was out of town I asked that he return the call Wednesday,when he returns to his office, to you and at that time you can discuss whatever issues you find pertinent to the Ford Foundation and grant.

Secandly, inorder for my reports to get out, and that the necessary backlog be cleared I suggest that the guy from Office Temporary bemain employed thru August 9th, when I return. Laree is instructed as to what things should be assigned to him. There is a lot of straight typing that should be done. The department needs some reorganizing, and I have begun the process and that requires additional help.

SEDFRE 8/19/68

INTER OFFICE MEMORANDUM

To: Staff

From: Ronnie Moore

Re: Issues at hand for the Leadership Training Department

The staff meeting originally scheduled for September 6-8, 1968 has been cancelled due to staff committments and related unpredictable developments. The new date is September 20-22, 1968, place; Holiday Hills YMCA, Pawling, New York. Please arrive before noon, lunch will be served to us at Holiday Hills.

In order to prepare you for the staff meeting I am enclosing three statements for discussion purposes dealing with the Leadership Development Program. 1). Leadership Development Program 1968-69, 2). Staff Responsibilities, and 3). Community Action Training Institutes. I need your suggestions, revisions, and comments.

Please submit your schedules of training activities for September, October, and November via telephone or memo to Laree. (Urgently needed).

Monthly reports and workshop evaluations are still essential. Commecning October 1, 1968 expense advances will be made out on a monthly basis as a general procedure.

It is necessary that I receive your estimate of travel days in order for your expense advance check to cover the normal per diem and travel expenses that you usually spend in the thirty day period.

SEDFRE

COMMUNITY ACTION TRAINING INSTITUTES

Introduction

The rapid emergence of indigeneous leadership and the increasing complexity of the problems they face makes the creation of local training vehicles an urgent and imperative prerequisite. Education for action is a necessity. Local groups want membership involvement and training. Poverty corporations which now must fork up 20% of their funds, often cut their training budgets. Community trainers which generally should be non-professional must be developed to train other non-professionals and professionals for both and private and public agencies, e.g. C.E.P., Welfare Departments, Police officers. SEDFRE can assist local communities in setting up self supporting institutes to meet the on-going training needs of citizen leaders, professionals and paraprogessionals. Whereas organizing has a primary function, building a community , education must parralell social growth to insure understanding. and committment. The institute must have a coordinated framework and community based instead of university based.

Objectives:

1. Community leadership training.
2. Tension reduction and communication development among minority groups and opposing forces: city hall, policemen, newspapermen and similar bodies.
3. Staff development for public and private agencies.
4. Consultation on public and industrial programming for ghetto areas.

Significance - dialogue, expertise training, indigenous trainers to train Black Americans.

Structure

Policy making - There should be a community (advisory?) board composed of representatives form community groups, industry, education and other bodies in order to secure cross the board community representation.

Staff - Although the personnel structure should be flexible and optional based on the interest, size and financial resources of the community, usually a staff should consist of a director, a secretary, and (four?) full time trainers, and one full time research staff associate.

Director - Administrative and fund raising capabilities. Able to relate to grass roots organizations and financial supporters who may or may not be militant. Experience in community organization and training.

Secretary - Clerical experience, typing and shorthand.

Trainers - Community activists who are willing to learn conventional and laboratory training methods. Genuine interest in the field of training, demonstrated patience and tolerance.

Research Staff Associate - Person who can analyze community resources and discover economic and political power bases.

Consultants - To be retained for specialized training.

Relationship to SEDFRE

SEDFRE will give technical assistance regarding staff development, formation of corriculum, specific problems, fund-raising, research, and materials development. Additional assistance in areas of program (arbritration?) and up-to-date reporting on training programs, techniques and design will be also provided.

Facilities - The institute requires office space for personnel, storage room for materials, and conference rooms for small group training sessions.

Curriculum

Communication Development - Study of attitudes which present activists

from functioning effectively. It deals with increasing one's ability to perceive, observe, listen, and to be opened when speaking under tension.

Public Programs - Study of programs available through public and private agencies.

Skill Training - Leadership techniques, including negotiations, money raising, public relations, public speaking, conducting meetings, parliamentary procedures and realted work skills.

Citizenship Education - Study of political organization process and acumen.

Community Analysis - Study of geographic boundaries, housing division, power bases, industrial units, and city planning.

Public Finance Public administration, budgeting, enconomic resrouces.

Staff Development - Development of training designs, that enable professionals and paraprofessionals to function effectively.

Funding

The institute should be a tax exempt non-profit corporation whcih supports itself theough private contributions, public funds, e.g. training grants from governmental agencies, foundations in its locality, and other sources suggested by its board.

SUGGESTED BASIC OPERATIONAL BUDGET (1year)

Director	$12,500.00
Secretary	6,500.00
Trainers (4) $7,000 each	28,000.00
Reasearch Staff Associate	10,000.00
Benefits 10% (of salaries)	5,700.00
Office	1,200.00
Telephone	600.00
Supplies and Materials	2,000.00
Consultants	2,500.00
Miscellaneous	1.000.00
Total	$70,000.00
10% administrative charge	7,000.00
TOTAL	$77,000.00

SEDFRE 7/23/68

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Leadership Development Program 1968 - 69

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SEDFRE 5/23/68

Staff Responsibilities

A Training Staff Member:

I. Makes and amintains contact with local groups in his area. Selection of groups to be based on involvement in community action and sincere interest in training.

II. Familarizes himself with groups past, present, and proposed programmatic activities. He assists in evaluation development of effective programming for groups.

III. Responsible for getting the group to appoint one of its members as a training contact. In conjunction with the appointee, the SEDFRE trainer should do the following:

A. Diagnose the training needs of the organization and develops a training design.

B. Find and pool training resources: materials, consultants, contacts and free room, board, and meeting facilities for training sessions which may be night classes, weekend seminars, series, or any other format that may be feasible and appropriate.

C. Personal consultation to citizen leaders with special problems: e.g. managing conflict, formulating issues, or related situations.

IV Working on community development - builds and maintains a relationship with religious, educational, governmental, economic, social, and political institutions and minority groups for the sponsorhsip of human relations seminars, community change workshops and related training activities.

V. Fully utilize the resources of SEDFRE's national office. Reports and evaluations are essential. A folder will be maintained on each organization, and on each staff associate.

Staff Responsibilities cont'd

VI. Reporting Procedures

A. Program, activities, officers, history of successes, failures and addresses of each group must be recorded. (Group Reports)

B. Technical assistance report.

C. Proposed and conducted training sessions must be reported and evaluated.

1. Proposed plan - first of each month.

2. Agenda

3. Attendance and registration cards.

4. Written evaluation

a. Statement of facts

b. Narration

c. Accomplishments and failures

d. Recommendations

e. Agenda or training design

5. Monthly reports: summary, statistics and supplementary statements.

6. Report forms to be developed.

VII. Preliminary negotiation of contracts with self-supporting or federally funded organizations.

VIII. Organize and set up self-supporting local training institutes. Duties will include structural, crrriculum, and staff development.

IX. Training Supplies

A. Markers, pads, pencils, paper, stencils for agenda duplication, and similar items should be secured from local groups, churches or other bodies. Volunteer clerical help should be secured.

B. SEDFRE will provide folders, its own printed materials, other selected materials, and national resource persons upon request, and when necessary.

M E M O R A N D U M

TO: Ronnie Moore M.R. August 20, 1968
FROM: Marvin Rich
SUBJECT: Workshops Planned - August, September, 1968

I would like to get a listing of workshops planned by the staff for the next five weeks or so. We will require this for the Rockefeller Brothers Fund and for a number of other groups as well.

SEDFRE

8/21/68

MEMORANDUM

TO: STAFF

FROM: RONNIE MOORE

In filling out your expense reports please indicate date, check number, and amount of expense advance showing the subtraction of your expenses from the advance, thereby showing the deficit or balance of last expense advance.

It is imperative that this be on all expense reports.

SEDFRE 8/21/68

INTER OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Staff needs

It seems to me that before we hire someone to direct the Technical Assistance Program we should take a hard look at whether or not SEDFRE is ready to undertake the endeavor, and what is being done in the field. Shirley Lacy is doing preliminary work in this area. I suggest that we wait until she has completed her report before making the decision to hire someone. However, I think SEDFRE for some time has needed staff. We need staff in the following areas:

1. Public relations
2. Material development
3. Program development
4. Fund raising
5. More trainers

I would like to discuss with you both positions and personalities.

SEDFRE

8/21/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

The following expense advance checks should be made out at once:

1.	Hank Smith	$150.00
2.	Kenny Johnson	$100.00
3.	David Helper	$100.00
4.	Spiver Gordon	$100.00
5.	Ronnie Moore	$100.00

MEMORANDUM

TO: Marvin Rich
Ronnie Moore

FROM: Carl Rachlin

DATE: August 22, 1968

SUBJECT: Proposed Joint Program with PEN

The following is a proposal which has been briefly discussed with Mrs. Kirsten Michalski, Executive Secretary of PEN, for a proposed joint program with them using the skills and facilities of both organizations.

Basically the program would involve bringing to gether selected persons and members of PEN who are skilled writers to meet with sensitivity training programs with young people who would be selected by us from ghetto communities so that each could be exposed to the other. SEDFRE of course would play an important role in recruiting the youngsters who would participate from amongst community organizations, community corporations, and other organizations with whom we have worked, all of whom have fairly large numbers of youngsters involved. The youngsters would be exposed to the art and problems of writing and the kinds of subjects they select; the writers would be exposed to the real thoughts and feelings of ghetto youngsters. The writers in working with some of the youngsters would help them develop:

(a) The capacity to write what they think and feel.

(b) To help those youngsters, who as a result of these encounters, to become interested in writing as a career and to develop their skills along these lines.

(c) An important part of the program would be a selection of a few who have shown and have developed some skills in writing to go on to a collegiate education through scholarships which could be jointly sponsored by SEDFRE and PEN.

There are three factors in such a program and by judiciously putting them together a useful program could develop. Obviously it is important for ghetto youngsters to learn about writing and to develop and improve their skills in the process of communication. Clearly it would be important to help those who, after a training period, exhibit skills in writing to be able to go on to further education through scholarships.

It would be important for PEN to have its members exposed to ghetto youngsters to learn how they feel and think, what motivates them, what are their immediate and long range concerns. At the very minimum this will substantially broaden the areas of experience of the writers participating, and also to those to whom they may report their experience.

So far as SEDFRE is concerned this would put altogether two major aspects of our program into slightly different use. By bringing together, through our facilities and under our direction, ghetto youngsters and writers (in which at the beginning would be a kind of sensitivity program) we would be making it possible for two groups largely not in touch with each other but each of whom is important to try to begin the process of communication. Thereafter our scholarship program could serve a useful purpose by enabling those youngsters who show skills in writing and have knowledge of their communities to obtain a collegiate education.

I would appreciate your thoughts on this matter, and would be pleased to arrange a meeting amongst Marvin Rich, Ronnie Moore, Kirsten Michalski and myself to discuss this further.

SEDFRE

8/23/68

MEMORANDUM

To: Staff

From: Ronnie Moore

The staff meeting which was last scheduled for September 20-22, 1968 is now rescheduled for September 16-18 at Marvin's summer home in Peekskill, New York.

Bring along your bathing gear, if there is time perhaps we will take a dip in the private lake, or if not maybe we can get in a few sets of tennis on the private tennis court.

Laree will be the chef, so if your stomach is not iron, or you don't believe in her cooking bring along sea rations.

R

M E M O R A N D U M

August 27, 1968

TO: Staff

FROM: Marvin Rich MR

SUBJECT: Ford Foundation

While it is not yet official, it appears that we will receive $75,000 a year for two years from the Ford Foundation. This money will be earmarked by the Foundation for our Scholarship Program. This grant should permit a modest diversion of funds to other SEDFRE programs and should be helpful in securing additional grants from other foundations.

The above information is for your personal and confidential use. Until the grant is fully signed, sealed and delivered, we should not make any public disclosures. But, I did think it important for you to be informed.

SEDFRE 8/27/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Workshop that you requested either Hank Smith or Dave Helper to attend.

Hank Smith will be in Chicago from 8/26-30/68. Dave Helper will help to train MEND Board of Directors, but will be free August 30th and will be able to attend Friday Night's session under Curriculum.

SEDFRE 8/28/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Additional Board members

Julian Bond

Edward W. Brice

Mary Weaver

Lila Doar

Samuel J. Simmons

M. Carl Holmon

Charles Duncan

Wiley Bronton

John Mudd

SEDFRE 8/28/68

INTER-OFFICE MEMORANDUM

TO: Marvin Rich

FROM: Ronnie Moore

RE: Leadership Training Advisory Committee

Wesley Cook

Preston Wilcox

Greg Simms

Barbara Simmons

Edward W. Brice

Others

SEDFRE 8/28/68

INTER-OFFICE MEMORANDUM

TO: Marvin Rich

FROM: Ronnie Moore

RE: Trip to Israel

Have you talked to Mac about a replacement for John?

Have you sent John Wynn a memo regarding his ineligibility to go?

Have you reminded those going that they should have applied for passports by now?

Have you raised the money?

SEDFRE 9/3/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Martin Shepard - Part time clerical employee

Martin Shepard worked for SEDFRE on the following dates:

Monday - August 26, 1968	7 hours
Tuesday - August 27, 1968	7 hours
Wednesday - August 28, 1968	7 hours
Total hours	21 @ $3.00 per hour = $63.00

Social Security # 060-40-1560 - one dependent

Address: Martin Shepard
11 Fort George Hill
Apt. # 22-B
New York, N.Y. 10040

SEDFRE 9/13/68

MEMORANDUM

To: Staff

From: Ronnie Moore

Re: Leadership Development Program 1968 - 69

Territory

Within the next year SEDFRE will work intensively in the following states: Mississippi, Alabama, Tennessee, Georgia, Florida, South Carolina, North Carolina, Virginia, Maryland, District of Columbia, New Jersey, New York, Pennsylvania, Connecticut, Massachusetts, and Rhode Island. However, we shall be available to respond to requests for training and/or technical assistance in other states.

Activities - Training Leaders and Groups

In the past we have trained many individuals through workshops. However, we must begin to train organizations. Training may be on a regional, state or local basis. SEDFRE should shoot to train 5,000 individuals and 500 organizations within the next year.

Training includes contact, diagnosis of training needs, curriculum development, setting training format, and technical assistance or follow up.

Technical Assistance to Local Groups

Bringing of experts to local groups for personal consultation on self-helping programming will continue to be a valuable service for years to come. Resource persons from SEDFRE staff and volunteer faculty will provide legal, economic and political expertise to under-developed black leaders. Assistance will include:

1. Evlauating their activities.
2. Identifying and diagnosing their problems in program and organizational development.
3. Identifying and selecting community resources.
4. Analyzing community problems and exploring solutions.
5. Doing research on what public programs can meet the needs, and help groups apply for and secure pertinent public assistance.
6. Analyzing their methods of action and training their members in social action e.g., negotiation, community organization, non-violent protests, legal action and moral persuasion.
7. Familiarizing groups of civil rights and social legislation, availability of legal sources, provide training to minimize legal red tape and filing of complaints.

Memorandum: To: Staff
From: R. Moore
Re: Leadership Development 1968 - 69

Federal Assistance

Federal grant for research studies, planning and demonstration projects, designed to deal with pertinent conferences and/or national programs will be explored. Examples are as follows:

- Information and skill training for Black School Board officials.
- Bridging the gap and analyzing the interests and activities of students and educators in community participation.
- Application of community change curriculum and techniques to adult education programs.
- Involving of poor and para-professionals in the analysis and consultation of public programs in ghetto areas.
- Study of "new products" for cooperatives within minimal capital investments.
- Programming for police community relations.
- Study attitudes of white suburbanites by para-professionals. (A Washington office staffed by one informant would be helpful).

Specialized Seminars

In November 1968, we shall sponsor a National School Board Seminar for 150 school board members and 50 educators, teachers, parents, and community activists in the field of elementary and secondary public education.

Other seminars will be developed based on:

1. Recommendations from field staff e.g., poor folks conferences or one-day statewide leadership seminars.
2. Studies previously mentioned that may dictate the feasibility and significance of the seminars.
3. A common need is pertinent and obvious. (The availibility of funds will be a factor).

Local Training Institutes

SEDFRE will convene a national seven (7) day conference for the purpose of involving experts and community trainers in the numerous aspects of community education. The persons selected will be volunteers committed to serving the groups involved in SEDFRE's program. The objectives of the conference will be 1) to match the needs of the citizen leaders with skills, availibility, and expertise of consultants and 2) to help consultants relate to the attitudinal flexibility required to train community activists. The results should be a more "in touch" faculty and a national network of community trainers.

Research, Resource Materials Development and Film Production

In spite of the geographic and programmatic scope of the program, additional resource aids are needed to help local leaders function effectively. Materials like SEDFRE's booklets: Political Strength - How To Get It, Negotiation and Money Raising must be duplicated many times again. New booklets on community organization, law and protest, and public relations must be developed and published.

SEDFRE should undertake the writing of a book on community training for Black Americans. Staff Associates under close supervision can conceptualize their experiences and learnings into a book that is desperately needed among professional and para-professional community trainers.

SEDFRE can sponsor a national annual summer program for staff associates of public and private agencies, and citizen leaders from local groups. The focus will be on analyzing urban problems, learning techniques and methods of community development, and reviewing case studies of self-help projects. It is essential to convene a special planning committee to design the model curriculum, selection process, and funding procedures for this program.

Contracts

SEDFRE will continue its relationship with Southern Cooperative Development Program, Federation of Southern Cooperatives, Center for Urban Ethics, and New Jersey, Community Action Training Institute. New contracts are anticipated from public agencies involved in new careers, model cities, and poverty programs. A special attempt will be made to secure contracts from industry for developing trainers of recently hired, hard core employees and training community relation staff members.

Staff Development and Expansion

Requests for training far exceed our staff resources. We must expand. The field of community education is new, and experienced trainers are rare. Therefore, old and new members must be kept up to date on training theory and techniques, plus cognitive data on public resources. New members must learn the history of the training era plus skills and information.

We shall develop our staff through conferences, membership in national community development associations, and attending advanced seminar.

Leadership Training Advisory Committee

With the field of community education constantly changing, it seems to me that an advisory committee would keep SEDFRE in touch. Ideas on direction program expansion, and availability of funds. I suggest that the committee be composed of members who can [illegible] such ideas, develop models for program implementation, and assist in fund raising and in public relations. The committee should meet every three months and be kept well informed of our training activities.

Inter-Departmental Planning and Coordination

In several ways the legal department can be vitalized: 1) compliance analysis with local, state, federal legislation on discrimination and, 2) legal assistance to local groups via field consultations and workshops. We staff associates need to be kept informed on civil rights and social legislation while the legal department can do the research and summary writing. Materials development is another area for collaboration.

SEDFRE 9/13/68

MEMORANDUM

To: Hank Smith

From: Ronnie Moore

Re: Issues at hand

I need from you the following written workshop evaluations:

1. Intergroup Relations Workshop for Negroes, Jews and Puerto Ricans.

2. American Airlines

It was good that you attended the meeting of NBA. I would like a report recommending a programmatic direction in the area of commercial fund raising and industrial contracts.

cc: Marvin Rich

SEDFRE 9/13/68

MEMORANDUM,

To: Marvin Rich

From: Ronnie Moore

I talked to BOAC and Air France Air Lines concerning travel to Nairobi, Africanand Dares-Salaam, Africa. The round-trip fare from Israel to Nairobi and back to Israel is $489.60.. The round-trip fare from New York to Israel, which stops in either Nairobi or Dares-Salaam is $784.00.

Even though the first situation costs more I prefer it, because it gives me a chance to go to Africa during the October 15 - November 4th period instead of having to spend time after that period.

SEDFRE 9/13/68

MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Assignment of Andy Flores

For the next month Andy will be contacting Puerto Rican community organizations and introducing SEDFRE to the groups.

He will be getting acquainted with the goals and programs of each group and will diagnose training needs of the citizen leaders and organizations when necessary.

The objective of the assignment is for SEDFRE to run training programs for each Puerto Rican organization and a series of workshops by areas, pulling the participants from several groups. The training design will entail night classes and one-day seminars. The curriculum, trainers, and resource materials will be based on the training needs of the participants.

SEDFRE 9/13/68

MEMORANDUM

To: Staff

From: Ronnie Moore

Re: Mailing List and Organizational Folders

We want to keep an up to date record on and periodically send materials, reports, etc., to local groups we serve. Therefore, on each group we work with we should have the following information:

1. Name of group
2. Name and address of its president or SEDFRE contact.
3. Historical and analytical account of its programs and activities.
4. Suggestions for training, technical assistance and follow up.

TASK: Develop a report form to gather the above information.

MEMORANDUM

To: Staff

From: Ronnie Moore

Re: Monthly Reports

In order for us to keep adequate records of our training activities, it is necessary to receive monthly reports that include the following:

1. Log of your training activities.
2. Schedule of completed workshops, date, time and place.
3. Schedule of proposed workshops.
4. Record of attendance
5. Evaluation of workshops.

Additional information on possible contracts and programmatic direction for the training department is very helpful. Notations on technical Assistance to local groups should be a part of your report.

Please write. Many thanks.

SEDFRE 9/23/68

INTER-DEPARTMENTAL MEMORANDUM

To: Staff

From: Ronnie Moore

Re: Decisions, recommendations and reactions coming out of the staff meeting September 16-18,1968.

1. SEDFRE should re-confirm its commitment to skill, information and awareness training of community groups. Emphasis should be more on organizational development training rather than merely workshops for individuals.

2. Scheduling of workshops an training programs should emerge from the field on at least a monthly basis.

3. Staff development should include specialty development, field trips, and attendance of seminars and conferences upon request of staff and/or recommendation of department head. Time for staff growth should be considered in programming activities.

4. Public relations - SEDFRE needs staff in this area. Immediate task should be approaching NET to do a documentary on SEDFRE's training activities.

5. Resource materials development should be given higher priority. Immediate materials and films to be developed should be on encounters, community organization, and community training.

6. NTL network is irrelevant to the Black community. SEDFRE should consider developing a parrallel or supplementary network. More specifically, SEDFRE should convene a conference to discuss the feasibiltiy of a summer program to train black trainers and to offer special courses on urban problems and community change for people who are looking for a genuine alternative to NTL. Hank and Spiver demonstrated the most interest and should be the planners of the conference. Planning issues include objectives, number and selection of participants, etc..

7. SEDFRE and industry for the purposes of contracts and/or commercial fund raising. It is imperative that SEDFRE develop personal contacts in the industrial field. Hank Smith volunteered to do work using resources outside of SEDFRE when necessary. Ronnie and Marvin will assist Hank in determining approaches, work planning, etc..

8. Regional and national workshops should have an economic and political focus.

9. The Technical Assistance Program should recognize the following:

   a) Regional differences and needs - north vs south.

   b) Up to date listing of Black public officials is imperative. However, SEDFRE will not be able to serve all of them.

   c) Key public officials should be used to publicize the program. However, the idea of a National Advisory Committee should be tackled because disadvantages out-weigh the advantages at the present time.

   d. Interlocking nature of Technical Assistance and Training.

10. Legal program should prepare to provide legal research and staff to the Technical Assistance Program. Carl Rachlin should take special steps to secure black lawyers from VISTA and black volunteer students.

11. SEDFRE pamphlets and folders should be sent to field staff in large quantities, e.g. S. Gordon, E. Cole, J. McCain, S. Lacy, Southern Cooperative Development Program and Federation of Southern Cooperatives.

12. SEDFRE's salary scale be re-set and salary increments granted as soon as financially possible.

13. SEDFRE should be cautious about staff expansion.

14. Staff requests for films should be made two weeks in advance.

15. Payroll checks to field staff out of state should be mailed <u>air mail special delivery</u> or regular mail, <u>as long as they get them on payday and not a day later.</u>

16. Staff should be aware of SEDFRE's final agreement and conditions of New York School Decentralization Proposal.

SEDFRE

9/24/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

I suggest that David Helper attend the Union-University Urban Affairs Program sponsored by Unions in Metropolitan New York and The Metropolitan Center of New York State School of Industrial and Labor Relations, Cornell University.

I am giving David the brochure so that he can fill out the application.for the workshop.

Dave will attend the workshops on; Techniques for Community Development, and The Politics and Economics of Key Urban Issues.

M E M O R A N D U M

August 26, 1968

TO: Staff

FROM: Marvin Rich

SUBJECT: Telephone Usage

For the last two months our telephone bill has been over $700 per month. This is clearly excessive. It indicates lack of planning and foresight in terms of the number of calls and an inability to organize your thoughts in terms of excessive length of calls. Twenty-five and twenty-seven minute calls are a reflection on the staff member both in terms of his concern with our financial stability and his competence. Listed below are all phone calls during the past month which lasted more than ten minutes:

Date	Place and Number Called	Length of Call	Amount
7/18	Washington, D.C. 202 W023149	23 min	$5.20
7/19	Tuscaloosa, Ala 205 7582301	15 min	5.60
7/19	Tuscaloosa, Ala 205 7582301	14 min	5.25
7/19	Washington, D.C. 202 JO 24625	15 min	3.20
7/19	Trenton, N.J. 609 8884200	14 min	2.10
7/22	Peekskill, N.Y. 914 PE 95281	15 min	1.60
7/22	Washington, D.C. 202 HO 28804	11 min	2.40
7/22	Orange, NJ. 201 677 3044	16 min	.80
7/24	Washington, D.C. 202 H028804	16 min	3.40
7/24	Trenton, N.J. 609 8884200	23 min	3.45
7/26	Washington, D.C. 202 J024625	27 min	4.20
7/26	Tallahassee, Fla 904 8774078	11 min	4.05
7/29	Woodstock, N.Y. 914 OR 98189	13 min	2.60
7/30	Madison, Wis. 608 2574391	20 min	6.15
8/1	Boonton, N.J. 201 335 9 57	14 min	1.40
8/8	Piermont, N.Y. 914 EL 92155	22 min	1.15
8/8	Washington, D.C. 202 CO 55771	14 min	3.00
8/8	Wyandanch, N.Y. 516 MI 35665	11 min	1.15
8/12	NewOrleans, La 504 5297681	11 min	4.60
8/12	Wyandanch, N.Y. 515 MI 35665	12 min	1.25
7/15	Coprstn, N.Y. 547 9931	15 min	3.75 (collect)
7/22	Bethel, Me	12 min	3.25 (collect)
8/1	Madison, Wis 257 4391	22 min	7.95 (collect
8/1	Peekskl , N.Y. 739 4213	21 min	2.20 (collect)
4/25	Jackson, Miss from GloucesVA	16 min	3.30
7/20	Plaquemine, La from N.Y.C.	23 min	7.05

The following is a list of excessive calls in terms of lengh made through credit card calls:

Card No.	Date	Place and Number Called	Length of Call	Amount
4038	7/30	NYC from Madison, Wis.	16 min	$5.95
4038	7/30	NYC from Madison, Wis.	25 min	9.10
4039	7/19	Neworleans, La from Orange, N.J.	12 min	5.10
4039	8/2	Neworleans La from N.Y.C.	17 min	3.55
4039	8/6	Jackson, Miss from FRoyal VA	21 min	4.30
4040	7/6	Orange, N.J. from Bethel, Me	18 min	4.25
4041	8/5	N.Y.C. from Sumter, SC	14 min	5.10
4042	7/29	Albayn, N.Y. from Newark, N.J.	12 min	2.45
4042	7/30	N.Y.C. from Newark,NJ.	20 min	1.20
4042	8/7	Englewood, N.J. from Albany, N.J.	15 min	2.25

May I also remind you that after August 1st, calls in excess of $25 charged to your credit cards will be deducted from expense reimbursements.

MEMORANDUM

August 27, 1968

TO: Staff

FROM: Marvin Rich

SUBJECT: Ford Foundation

While it is not yet official, it appears that we will receive $75,000 a year for two years from the Ford Foundation. This money will be earmarked by the Foundation for our Scholarship Program. This grant should permit a modest diversion of funds to other SEDFRE programs and should be helpful in securing additional grants from other foundations.

The above information is for your personal and confidential use. Until the grant is fully signed, sealed and delivered, we should not make any public disclosures. But, I did think it important for you to be informed.

SEDFRE 10/3/68

INTER-OFFICE MEMORANDUM

To: Carl Rachlin

From: Ronnie Moore

I received your memo of August 22, 1968 concerning both the decision of PEN's Executive Secretary and your conference with Chris Edley. I suggest that we get together as soon as possible as to how the program with PEN is to be carried out. However, I do not have any time to do research for Chris Edley and the Ford Foundation.

I think you are barking up the wrong tree if you are looking for funds for the legal program.

Note- FYI

M E M O R A N D U M

October 9, 1968

TO: Dr. Edward Brice

FROM: Marvin Rich

SUBJECT: National Training Conference

SEDFRE proposes a four-day National Training Conference of Black School Board Members in January 1969 for school board officials from both northern and southern school districts, big-city and rural.

Focus will be on increasing the competence of the board member. Training sessions will stress information, skill development and attitude change. Special materials are being developed under a research grant from the U.S. Office of Education.

SEDFRE requests a grant for this training conference from the Department of Health, Education and Welfare. Total cost for room and board, travel and other expenses for 200 people at a four-day conference is estimated at $42,500.

SEDFRE 10/15/68

MEMORANDUM

To: Eleanor Margolies

From: Ronnie M. Moore

Re: Check for John Zippert

Please make out a check for the sum of $63.50 to John Zippert. This amount is one-half the fare of his wife's travel from New Orleans to Washington, when she participated as a co-trainer in the Black Catholic Clergy Caucus training session.

SEDFRE 10/29/68

MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Re: Black Power Conference 1969

The Conference will be held in Ghana. It seems to me that SEDFRE should be represented. I volunteer to go.

SEDFRE 10/31/68

MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Ted Harris has been hospitalized, he is a patient at St. Claire's Hospital, 415 West 51 Street, Room 626, Telephone # JU6-1500; Visiting hours are probably all day as he has a private room. The only request is that a call be made to Ted before you visit, so he will know whether or not he is free, or whom to expect.

St. Claire's is between 9th and 10th Avenues.

SEDFRE 10/31/68

INTER-OFFICE MEMORANDUM

To: Hank Smith

From: Ronnie Moore

Please call Dr. Blair, concerning SEDFRE's participation of two (2) discussion leaders in the November 21-23, Training Session.

You and David Helper should be discussion leaders for SEDFRE. The contract calls for two (2) days and it pays $375. per trainer; the amount includes expenses.

Please check this out and finalize the arrangements.

cc: D. Helper

SEDFRE 10/31/68

INTER-OFFICE MEMORANDUM

To: David Helper

From: Ronnie Moore

What is the status of the Wyandanch Community Action Committee contract? What is happening to the contracts with New Jersey Community Action Training Institute?

I would like a report on the training sessions by contracts; the status of each contract and what billing procedure should be followed in order for us to collect payment for each contract. In addition, I would appreciate a report on your training activities and related responsibilities for the past month.

SEDFRE

10/31/68

INTER-OFFICE MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

I shall take Friday, November 1, 1968, off from work. I shall be at home in case you need me.

M E M O R A N D U M

November 8, 1968

TO: All Staff

FROM: Jacqueline Turner

SUBJECT: Xerox Machine

As you may or may not know, a new policy has been instituted with regard to use of the xerox machine. The machine will no longer be operative after 6 p.m. Monday to Friday and Saturday and Sunday. Thisdecision was made after numerous breakdowns of the machine and three replacements of the drum at a cost of $95 for each replacement. In the past few months, beginning in July, drums have been repleaced every other month. The amount of paper wasted is fantastic, and the cost is equally fantastic. Even though some of you may know how to remove paper from the machine and how to take the drum out and do other repairs, apparently no one is doing this right or correct except the xerox man himself.

I know many of you will find the new policy hard to take, but it will only be as hard as you ourself make it. The machine was never meant to take the place of secretaries making a sufficient number of carbon copies, and our typewriters are equipped to make 8 legible copies at a time. Linnie will be available to do all xeroxing. There will be a plainly labeled box on top of the machine for this purpose and you are asked to leave your material to be xeroxed in the box.

M E M O R A N D U M

November 8, 1968

TO: Ronnie Moore
Ben Peterson
Carl Rachlin
Jacqueline Turner

FROM: Marvin Rich

SUBJECT: Expansion of Offices

We will have to remodel the offices to handle efficiently the additional personnel required for our expanded program. A first step is the elimination of all unnecessary materials in files presently in the office. This means the moving of paintings, furniture, books, literature, files , and anything of a personal nature which does not belong here, to the incinerator, waste-cans, your homes, the University of Wisconsin archives or elsewhere. This must be done by Wednesday, November 13th. If it is not done by then, I will do it, and you may be out items which you consider important or valuable.

Jim Felder will begin work on Monday, November 18th. This will crowd the office still more. I hope that all of you will do what you can to help him in his new assignment.

SEDFRE 11/11/68

MEMORANDUM

2

To: Marvin Rich

From: Ronnie Moore

I received your memo of November 5, 1968 inquiring when will Shirley Lacy go to Waterbury, Connecticut to begin work on the contract with NOW.

Shirley is in Waterbury today, November 11, 1968. Andy Flores will go and assist her tomorrow.

SEDFRE 11/11/68

MEMORANDUM

To: Marvin Rich

From: Ronnie Moore

Attached is a photo copy of a letter that Robert W. Scrivner sent you concerning his attending the training session of Black Roman Catholic Priests held November 7-8, 1968 in Washington, D.C. I talked with him and explained the problems that could arise around his presence. He agreed not to attend, but indicated interest in attending one of our Welfare Rights workshops.

I suggest that you contact Shirley Lacy and get some dates of the Welfare Rights workshops and then call your friend Mr. Scrivner concerning when he can attend a workshop.

Brother Rich, I don't want to talk to Mr. Scrivner any more please handle this.

MEMORANDUM

November 12, 1968

TO: All Staff

FROM: Marvin Rich MR

SUBJECT: Staff Meeting

I have scheduled a meeting of the entire staff for Thursday, November 14th at 10:00 a.m. I hope the meeting will be relatively brief and that we will be through by 11:30.

There have been a number of program developments which concern everyone as well as some matters of operating policy which we should discuss. In addition, there maybe matters which individual staff members would like to bring up in this meeting or in subsequent staff meetings.

SEDFRE

11/12/68

MEMORANDUM

To: Jacquelyn Turner

From: Ronnie Moore

I received your memo of November 8, 1968, regarding the xerox machine. For some time I have felt that it was unwise for too many persons to be using the machine, therefore, I find the new policy to be very important and wise. However, the new policy was too late coming.

I am impressing upon the Leadership Training staff to adhere to the policy stipulated in your memo without fail.

SEDFRE 11/15/68

To: Marvin Rich

From: Ronnie Moore

Re: Public Relations

It seems to me that at the present time we cannot hire a Public Relations Director. Nor can we retain a firm for this purpose. You and I can do certain things:

1. I suggest that we arrange to do a TV interview show with NET to discuss the black student in the predominantly white college.

2. Can we arrange with NET to do a documentary on SEDFRE training activities?

3. How can we get SEDFRE Staff Associates to appear on the Today Show, Joey Bishop Show, or the Johnny Carson Show?

4. Can SEDFRE hold press conferences on controversial issues?

Let's discuss this.

SEDFRE 11/15/68

§ INTER-DEPARTMENTAL MEMORANDUM

To: Staff

From: Ronnie Moore

Nils Douglas has passed on to us the attached resolution for the purpose of using Housing Authority facilities for community purposes. Please check out the agreement where you work, and maybe we can use these facilities for our workshops.

R

M E M O R A N D U M

November 11, 1968

TO: Ronnie Moore

FROM: Marvin Rich N.R.

SUBJECT: Attached Resolution received from Nils Douglas

The members of your staff maybe interested in the enclosed operating agreement. The possibility of using housing authority facilities for community purposes exists in other communities as well.

RECEIVED
OCT 30 1968
SUDA

mail to Marvin Dick

R E S O L U T I O N

BE IT RESOLVED, That the Desire Community Development Corporation execute an operating agreement with the Housing Authority of New Orleans in words and figures as follows, to wit:

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OPERATING AGREEMENT

This Operating Agreement by and between the Housing Authority of New Orleans, hereinafter referred to as HANO, and the Desire Community Development Corporation, hereinafter referred to as D. C. D. C.

WITNESSETH

WHEREAS, HANO, through the Public Housing Administration now succeeded by the Housing Assistance Administration, has caused to be erected a Community Facility Building located in the area of the Desire Street Housing Project, LA. 1-14; and

WHEREAS, the Community Facility Building is physically composed of a central portion and two wings.

WHEREAS, the subject of this Operating Agreement is only the central portion of the building.

WHEREAS, the Social Welfare Planning Council as prime mover has assisted the inhabitants of the Desire area in creating a non-profit, tax exempt corporation; and

WHEREAS, the Desire Area Community Council has actively supported and assisted in the development of this Corporation; and

WHEREAS, this Corporation, the Desire Community Development Corporation, popularly known as D. C. D. C., has fulfilled all the requirements of law; and

WHEREAS, the main purpose of D. C. D. C. is to administer the affairs of the central portion of the Community Facility Building, LA. 1-14; and

WHEREAS, the parties hereto wish to delineate the areas of responsibility and authority of each,

NOW, THEREFORE, it is agreed by and between the parties hereto as follows:

I.

HANO, in consideration of the agreements contained herein made by D.C.D.C. does hereby agree to allow and permit D.C.D.C. to occupy and operate the central portion of the Community Facility Building, LA. 1-14, in consideration for the agreements contained herein and made by D.C.D.C. for a period of one (1) year beginning _____, 1968. This Operating Agreement is made subject to:

1. The provisions of any Federal law relating to the public housing, as amended.

2. The provisions of the Housing Authority Law of the State of Louisiana, as amended.

3. Terms and conditions of any Bonds which may constitute a lien on or relate to the leased property.

4. The terms and conditions of any annual contributions contract between HANO and Public Housing Administration succeeded by the Housing Assistance Administration.

5. The terms and conditions of this contract.

6. The terms and conditions of the Articles of Incorporation and By-Laws of the Desire Community Development Corporation, as amended, per copy attached.

II.

It is understood and agreed that the operation of the premises referred to in Article I above by D.C.D.C. is in keeping with HANO's policy of providing community spaces in which private and public agencies of the City may conduct programs and activities

for occupants of the Desire Street Housing Project and the neighborhood.

III.

It is understood and agreed that:

1. The operation of the central portion of the Community Facility Building will be the sole responsibility of D. C. D. C.

2. HANO will not have any authority over who shall compose the Board of Directors of D. C. D. C. The Executive Director shall meet the qualifications set out in the report of the Ad-Hoc Committee dated July 6, 1968, which is attached hereto and made part hereof.

3. HANO shall subsidize the operations of the community facility for one (1) year beginning _____, 1968, in the amount of THIRTY-SEVEN THOUSAND AND NO/100 ($37,000.00). D.C.D.C. shall submit a one (1) year budget to HANO for its approval. Upon approval of same by HANO one-fourth (1/4th) of the approved budget amount shall be deposited quarterly in advance to the account of the DESIRE COMMUNITY DEVELOPMENT CORPORATION.

IV.

D.C.D.C. agrees to enlist the leadership of the public and private Health, Education, Recreation and Welfare Service Agencies and others to meet the needs for services provided by such Agencies for the residents of the Desire Street Housing Project and the general neighborhood.

V.

D.C.D.C. shall use and occupy the subject premises to conduct services, activities and programs at such time and in such manner as D. C. D. C. may determine, including but not limited to, recreational, counseling and educational activities, also including the purposes clause of the Articles of Incorporation of D. C. D. C., for members of the Desire Community as defined in Article III of the Articles of Incorporation, and for others in the City desiring to participate in the Center activities; it being expressly understood and agreed that neither HANO nor D. C. D. C.

shall establish, operate or engage in or permit the establishment, operation or engagement in of any commercial activity for individual profit in or from the subject premises without prior approval of HANO, except that community fund-raising projects such as dances, bingo, movies or cake sales for goals not inconsistent with conditions elsewhere stated in this Operating Agreement are permitted where not contrary to law. In addition, the subject premises shall not be used for partisan political meetings or activities without prior approval of HANO.

VI.

The obligations of HANO shall be at its expense to:

1. Provide Owners, Landlords and Tenants Insurance, in the amount of $100,000/300,000 and Property Damage Insurance in the amount of $25,000/50,000.

2. To provide air-conditioning, heat, light and electricity, and utilities therefor, and will bear expense of operating and maintaining same, as set forth in the Development Program ultimately approved by the Public Housing Administration succeeded by the Housing Assistance Administration and the Board of Commissioners of the Housing Authority of New Orleans.

3. To provide ordinary janitorial service, except as set forth in Paragraph VII (5) below.

4. Provide a reasonable amount of general purpose furniture and furnishings and equipment for educational, recreation and welfare programs, such furnishings and equipment shall remain the property of HANO and shall be used only for and in, and for the purpose of, the Center.

5. To provide its own insurance with respect to said furniture.

V II.

The obligation of D. C. D. C. shall be at its expense to:

1. Furnish a qualified Director who shall be responsible to the Board of Directors for the management, operation and coordination of the activities of the Center.

2. Furnish such other qualified staff as may be required.

3. Provide any specialized furniture and equipment as may be required by any agency occupying the premises (except such furniture and such furnishings and equipment which will be provided by the Housing Authority as set forth above).

4. Provide all program materials, supplies and equipment.

5. Provide its own mail and porter and janitorial services for the preparation of and clean up after special events and programs for subject premises and adjacent ground area.

6. Provide or be responsible for seeing to it that there is provided Workmen's Compensation Insurance for all agencies engaged on the subject premises. Public Liability Insurance with respect to the activities of all employees and of all agencies engaged on the subject premises in the amount of $100,000/300,000 and $25,000/50,000 property damage. It shall also provide or be responsible for the obtaining of Public Liability Insurance and Property Damage Insurance for vehicles operated by all agencies, in a company or companies and in amounts acceptable to HANO.

7. Install and pay for telephone services.

8. Institute procedures to minimize utility expenses. Without limitation of this requirement in particular, D.C.D.C. shall eliminate use of lights and utilities in the area not in use.

9. Maintain adequate accounting records which will be available and subject to periodic audit by HANO.

D.C.D.C. shall comply with and execute all lawful orders and regulations of any governmental agency or public authority relating to the subject premises, and also all rules and regulations

of any Board of Fire Underwriters, Fire Insurance Exchange and all insurance companies carrying policies of insurance upon the subject premises.

VIII.

D.C.D.C. assumes full responsibility according to law for all actions of its employees and volunteers acting in conjunction with programs sponsored by D.C.D.C. as well as the action of employees and volunteers of agencies or individuals permitted or invited on the subject premises by D.C.D.C. or others and agrees to hold HANO harmless on account of any claims of any nature whatsoever which might be brought against it as a result of activities of its employees or the employees of other agencies permitted on the subject premises by D.C.D.C. or volunteers or participants sponsored by D.C.D.C. or other Agencies or others or individuals permitted on the subject premises by D.C.D.C.

IX.

D.C.D.C. shall take care of the subject premises and furniture, fixtures and equipment therein and shall be accountable and responsible for and shall keep a running inventory of same, and D.C.D.C. shall vacate and surrender the subject premises at the end or expiration of the term of this Operating Agreement, or upon its earlier termination, as herein provided, in as good conditions as the subject premises now are, ordinary wear and tear or damage by fire or other natural calamity excepted.

X.

D.C.D.C. shall not assign, mortgage or encumber this Operating Agreement or transfer the occupation of the subject premises without the prior written consent of HANO, except for the normal program of D.C.D.C. to carry out the purposes of the Center. No conduct on the part of HANO shall be construed as a waiver of this covenant or to relieve D.C.D.C. from obtaining the

express consent in writing. Nothing herein shall be construed to prevent D. C. D. C. from making space available to bona fide community service organizations.

XI.

D.C.D.C. shall not make any alterations, improvements, or additions to the subject premises without the prior written consent of HANO.

XII.

In the event that the subject premises are partially damaged by fire or other cause without the fault of D.C.D.C., its agents, employees, visitors, or licensees, the damage will be repaired by HANO or by an insurance company in its behalf. No penalty shall accrue for reasonable delay which shall have accrued by reason of the adjustment of claim for fire insurance either by HANO or by D.C.D.C. If, however, damage by fire, water or other cause shall, in the opinion of HANO, amount substantially to a destruction of the subject premises, then this Operating Agreement, the term thereof and the occupancy thereunder shall thereupon cease and expire and each of the parties thereto shall be discharged from further liability thereunder. D.C.D.C. shall promptly notify HANO of any damages that occur to the building, equipment and appurtenances.

XIII.

If D.C.D.C. shall default in the performance of any one or more of the covenants or conditions of this Operating Agreement and such default is not remedied within a reasonable period of time after notice by HANO in the manner herein provided, then HANO shall have the right and option to terminate immediately this Operating Agreement and the occupancy thereunder shall cease and expire and HANO shall be entitled to remove all persons and property therefrom pursuant to law according to ownership outlined in this Operating Agreement. If HANO shall default in the performance of any one

or more of the covenants or conditions of this Operating Agreement and if such default is not remedied within a reasonable period of time notice in the manner herein provided then D. C. D. C. shall have the right and option to immediately terminate this Operating Agreement.

XIV.

HANO and D. C. D. C. agree that HANO shall have the right to use the subject premises itself for meetings and other general purposes as long as such use is arranged in advance with D.C.D.C. so as not to disrupt scheduled programs.

XV.

Nothing in this Operating Agreement shall in any way affect the prior agreements entered into by HANO with the Orleans Parish Department of Public Welfare and the Department of Public Health of the City of New Orleans relative to other portions of this building.

XVI.

D.C.D.C. agrees that HANO shall have the right to inspect the subject premises at all reasonable times and to make such repairs and alterations as it deems necessary.

XVII.

Any notice required under this Operating Agreement shall be given by registered mail with return receipt requested:

1. To D.C.D.C. at the subject premises in New Orleans, Louisiana.

2. To HANO at its Central Office in New Orleans, Louisiana.

XVIII.

D.C.D.C. agrees to notify HANO of its desire to renew or cancel this Operating Agreement by the giving of written notice as provided in previous Article XVII, not later than ninety (90) days before the date of the expiration of this Operating Agreement, and

in the event the notice provides for cancellation, D.C.D.C. agrees to surrender possession of the subject premises and return all furniture and equipment thereon to HANO at the termination of the Operating Agreement in the same condition as of the effective date of this Operating Agreement, or the date of placing the furniture on the subject premises, subject only to depreciation caused by ordinary wear and tear.

HANO agrees to respond to D.C.D.C.'s request to renew or cancel this Operating Agreement by responding in writing to D.C.D.C. not later than thirty (30) days after receipt of D.C.D.C.'s request.

D.C.D.C. shall not transfer the control, management and operation of the Center to any other agency, person, group of persons, society or corporate body without the prior written consent of HANO.

IN WITNESS WHEREOF, the parties have caused this Instrument to be duly executed on this _____ day of _____, 1968, in multiple original at New Orleans, Louisiana.

HOUSING AUTHORITY OF NEW ORLEANS

By: _____

DESIRE COMMUNITY DEVELOPMENT CORPORATION, D.C.D.C.

By: _____
President

_____
NOTARY PUBLIC

REPORT OF SPECIAL AD-HOC COMMITTEE ON JOB DESCRIPTION AND QUALIFICATIONS FOR EXECUTIVE DIRECTOR OF DESIRE COMMUNITY DEVELOPMENT CORPORATION

July 6, 1968

Basic Function: This person shall serve as chief executive officer of the staff of Desire Community Development Corporation (DCDC). The Director will be responsible to the Board of Directors of DCDC. He will be charged with the major purpose of developing and operating the most efficient and effective coordinated program possible in the Desire Community Center. He shall coordinate the program of DCDC in conjunction with the other agencies and services to assure the maximum performance of each agency so that the Desire Community will receive the maximum benefits from the Center.

Basic Responsibilities. Directly supervises the staff of the Center, as appointed by the Board of Directors of the Desire Community Development Corporation. Performs the following activities: (1) Coordinate all of the activities of the Desire Community Center; (2) Establish appropriate program priorities; (3) Serve as liaison between the staff of the Center and the Board of Directors; (4) Establish capital improvement priorities; (5) Recruit, select, and assign staff as approved by board; (6) Assist in planning and coordinating programs for the Center; (7) Prepare and expend an operating budget as approved by the Board; (8) Administer the plant to assure maximum safety, cleanliness, maintenance and full utilization at all times.

Qualitifications:

Personal:

Age: Over 21 years of age
Sex: Male or female

Residence:

Priority for the position should be given to a qualified person residing in the area provided he satisfies all of the other requirements. However, selection should not be restricted to residents only.

Education and Training:

The minimum education requirement which is desirable but not mandatory may be a Bachelor's Degree from an accredited college or university.

Experience:

The Director should have had some experience in at least one of the following: (a) Social Work Experience in either Community Work Organization or Group Work Experience; (b) Public Relations; (c) Administration; (d) Recreation; or in some related area in which he has had the opportunity to exhibit his ability to relate well with people, to exercise leadership, and to demonstrate creativity.

BE IT FURTHER RESOLVED, That _____
Name and Title

be and he is hereby authorized to execute the above and foregoing agreement for and on behalf of the Desire Community Development Corporation.

C E R T I F I _CA T E

I, certify that the above and foregoing Reolution was adopted at the regular meeting of the Board of Directors of the Desire Community Development Corporation, held on _____, at which a quorum was present.

_____
Secretary

ATTEST:

_____
President

MEMORANDUM

November 15, 1968

To: Staff

From: Ronnie Moore

Please keep Laree informed as to your whereabouts. Both office hours and field assignments should be recorded: time, place and purpose. This is not a checking system, but it is needed for information reasons.

We have more work than time. Therefore, it helps to know when you are not up to your neck in work. (smile)

Please adhere to this note.

[Nov. 1968]

M E M O R A N D U M

TO: Staff

FROM: Marvin Rich MR

SUBJECT: Holiday - (Thanksgiving)

In order to give you time to recover from your Thanksgiving Turkey, the office will be closed on Friday, November 29th.

MEMORANDUM

December 4, 1968

To: Staff

From: Ronnie Moore

As of last night, when you rented a car, this policy was adopted and shall be in force immediately:

I shall not honor any car rental bills unless it has a car rental request approved for it. I am authorizing one more car to be rented for this weekend workshop. No other car rental bill will be honored this year, 1968.

Effective January, 1, 1969, SEDFRE will lease a 1969, nine passenger Station-wagon, and therefore, car rentals will be unnecessary.

R

MEMORANDUM

December 9, 1968

To: Ronnie Moore
Marvin Rich

From: Henry G. Smith

Re: American Jewish Committee - Police/Community Project

The Luncheon meeting with Harry Fleischman, Race Relations Coordinator of AJC, Thursday, December 6, 1968, I feel moved our project at least one step ahead. The following is the results:

1. Next meeting to be held December 23, 1968, 12:30 p.m., at AJC office, 165 East 56 Street, New York, N.Y.. Topics hopefully should be possible training foremat and some disucssion on budget.

2. The objectives of a Police/Community Lab should be; goal setting, (some project participants can work on after the lab ends). It is hoped that by taking at least three Police Departments, Urban, and or Suburban, this may be made a National Model. Harry feels the project can get AJC and SEDFRE some bood P.R..

3. Time spand will have to come form us. AJC feels funds can be obtained from foundations, businessmen, and Federal Government (Justice Department, etc..).

I hope that both Ronnie Moore and Marvin Rich can attend the next session, this should close most gaps.

Patricia Dubow

MEMORANDUM

December 16, 1968

TO: Staff

FROM: Marvin Rich MR

SUBJECT: Christmas Party

The staff Christmas party has been scheduled for Friday, December 20th. Also, Jim Spitzer will be admitted to the Bar on Wednesday, December 18th, and we will celebrate this happy occasion on Friday with champagne. All staff members and their spouses and families are invited to attend. The party will begin at 2:30 p.m.

The office will close at 12 p.m. on Tuesday, December 24th.

Robbie

Marvin Part Upper can invite a friend or a couple (one or two) business associates, but we're trying to keep it fairly small. Let me know how many you do invite.

T

S E D F R E INTER-DEPARTMENTAL MEMORANDUM

1968

To: Leadership Development Staff

From: Ronnie Moore

Subject: States Where SEDFRE Should Run Series

In anticipation of a substantial grant from the Ford Foundation SEDFRE should begin to select states to conduct it's Mobile Workshop Series Program. I suggest North Carolina, Arkansas, Rhode Island, Alabama, and Tennessee.

I would appreciate your comments on these and other states.

1968

Memorandum On Curriculum Development

Recently the Leadership Training Staff Associates and members of the Leadership Development Staff met and decided that curriculum should be developed on the following subjects.

1. Community Relations
2. Inter-group relations
3. Intra-group relations
4. Community organization
5. Urban renewal and slum housing
6. Education
7. Welfare rights
8. Poverty and jobs
9. Discussion leadership
10. Problem solving
11. Leadership techniques
12. Citizenship Education
13. Civil Rights and social legislation

A special syllabus and training design should be developed to train trainers. A curriculum designed to give introduction to community problems should also be developed for a weekend workshop. It was further concluded that once the course outlined has been approved, brochures should be drafted describing S.E.D.F.R.E. workshops and stating conditions for participants.

M E M O R A N D U M

January 15, 1969

To: Ronnie M. Moore

From: Pamela McCoy'

Re: I.S. 201 Leadership Conference - Progress Report

I. Preston Wilcox and Ronnie Moore met to discuss SEDFRE's role in the conference.

A. Coordination
B. Use of SEDFRE's staff as discussion leaders
C. Publicity
D. Staff member Pamela McCoy assigned to assist Preston Wilcox.

II. Preston Wilcox and Pamela McCoy met to further plans for the conference.

A. Tentative goals of the conference
1. Community involvement in complex
a. Information made available
b. Questions of the community answered.
c. How to get involved
2. What composits of complex are doing.
3. What is happening educationally in the district.
4. Goals of the complex.

B. Plans to meet with Dave Spencer, Educational Resource Group, and Parent Association Groups, to:
1. Discuss what they would like to see explored at conference.
2. Seek interest concerning conference.
3. More goal setting for conference.

C. Recording of conference - records.
1. Who assumes cost? SEDFRE, ICS, IS-201?
2. Who to contact for filming: costs?
663-2519 - St. Clair Bourne - 925 West End Ave, NYC, 10025

D. Draft statement outlining conference
1. Date: February 14, 15, 16
2. Tentative goals
3. Tentative workshops
4. Statement of role of outside persons (SEDFRE)
5. Send to Preston Wilcox for duplication

E. Send statement and progress report to, ICS, Marilyn Gittel, Director

cc: M. Gittel

M E M O R A N D U M

January 17, 1969

To: Jacqueline Turner

From: Ronnie M. Moore

Re: Secretary

Would you kindly secure and test several candidates for a secretarial position in the Leadership Development Department.

I would like the person to begin working by February 3, 1969. Therefore, I would appreciate recommendations from you as soon as possible so I can interview the parties and make an early decision. Please do your best.

Salary should range from $115 - $125 a week depending on experience.

MEMORANDUM

January 17, 1969

To: Edward Cole, Andres Flores, Spiver Gordon, David Helper,

Robert Jackson, Shirley Lacy, James McCain, Pamela McCoy, Henry Smith.

From: Ronnie M. Moore

Re: Reporting Requirements

As we agreed at our September 1968 staff meeting, each month Staff Associates will submit the following:

1. A list of proposed workshops.
2. A report on training activities and/or other work you have been doing.
3. An evaluation and training design for each workshop conducted.
4. A list of workshop participants, names and addresses.

This information is very important. We need it for our own reference, our supporters, and public relations.

Please write.

R

M E M O R A N D U M

January 20, 1969

To: Carl Rachlin

From: Ronnie M. Moore

Re: BLACK PERSONNEL BUREAU

What must be done legally to set up a National Bureau for providing Black personnel to public and private instituteions? Can a foundation fund such a project?

M E M O R A N D U M

January 22, 1969

TO: Staff M.R.

FROM: Marvin Rich

SUBJECT: Negotiations - A Tool for Change Manual

We are just about out of our stock of Negotiations - A Tool For Change. I would like your advice. Should we reprint it? If so, do you have any specific changes which you would like made? This would include words or phrases that strike you as wrong, examples to be added or deleted. What about the approach?

Has the manual been useful to you in your training experience?

We do not need a long essay. Its more important to hear from you quickly. If there are changes you would like made, then we can discuss them in more detail later.

Hi Dang.
2/26/69 Marv is still waiting.

M E M O

February 7, 1969

TO: Ed Cole
Spiver Gordon
James McCain

cc: Moore

FROM: Marvin Rich
SUBJECT: Southern Regional Council - Voter Education Project

Enclosed are copies of our correspondence with Vernon Jordan with regard to the Technical Assistance Program. If you have any questions about this, insofar as it affect your program, please contact me or Ronnie. However, I do not think that it will affect you in any substantial way.

. WHEELER, PRESIDENT
OSEPHINE WILKINS, VICE-PRESIDENT
PAUL R. CHRISTOPHER, VICE-PRESIDENT
CHARLES G. GOMILLION, VICE-PRESIDENT
LUCIUS H. PITTS, VICE-PRESIDENT
RAYMOND M. WHEELER, CHAIRMAN, EXECUTIVE COMMITTEE
JOSEPH HAAS, COUNSEL
PAUL ANTHONY, EXECUTIVE DIRECTOR

Southern Regional Council, Inc.
5 FORSYTH STREET, N. W. ATLANTA, GEORGIA 30303
522-8764

November 25, 1968

Mr. Marvin Rich
Executive Director
Scholarship, Education and Defense
Fund for Racial Equality
164 Madison Avenue
New York, New York 10016

Dear Marvin:

This is obviously a belated response to your correspondence of October 9, wherein you summarized our telephone conversation of that day. This is to assure you that VEP will cooperate in every possible way with SEDFRE in trying to meet the needs and problems confronting newly elected officials.

As set forth in your letter, VEP will concentrate its program of service to Negro elected officials in the 11 states of the Old Confederacy. We cannot and will not do otherwise. We will continue to conduct statewide, southwide and intrastate conferences and seminars for elected officials. In addition, we plan to service elected officials through several colleges and universities in the region. Student internships for elected officials will also be a major part of our effort.

Further, VEP will continue, though on a somewhat different basis, funding voter registration programs and statewide VEPs. Our programs of citizenship education and leadership training will

no doubt increase. Our workshops with candidates on the duties and responsibilities of the public office will, in most cases, be implemented through the Service Centers or the statewide projects.

Let me hasten to add that while much of your program will have a Northern thrust we welcome the opportunity for any cooperative venture and the sharing of any experiences and information. I hope that at Miles College we can combine the technical assistance that you plan to offer on a national basis with our plans for a service center for elected officials in the Metropolitan Birmingham area.

It is my hope that this letter will clear the air and will be the basis for mutual understanding and cooperation between VEP and SEDFRE in our effort to program such a basic need throughout the country.

Sincerely,

Vernon E. Jordan, Jr.
Director
Voter Education Project

VEJ:nm

October 9, 1968

Mr. Vernon Jordan, Director
Voter Education Project
Southern Regional Council
5 Forsyth Street
Atlanta, Georgia 30303

Dear Vernon:

The following is the summary of our telephone conversation today which I agreed to send you:

The Voter Education Project has been holding state-wide conferences and has held one south-wide conference of elected officials. VEP would continue to hold such conferences as they considered appropriate. SEDFRE would undertake not to hold state-wide conferences of elected officials in the South or a southern regional conference of elected officials.

SEDFRE would continue to hold national conferences of elected officials and might, as it thought appropriate, hold state-wide conferences in the North. A major national conference of School Board members is planned by SEDFRE for January. SEDFRE would provide elected officials with day-to-day, face-to-fact technical assistance on a national basis. In many cases, this will be the follow-up to requests which originate in national workshops.

VEP would continue and expand its intern program as it deems appropriate to provide staff assistance for elected officials in the South.

Needless to say, existing programs such as the VEP Voter Registration program, and state-wide projects and the SEDFRE information, attitude change and skill development workshops in areas such as negotiations, public relations and fund-raising would continue. SEDFRE will continue its workshops for candidates on techniques of campaigning and VEP will continue its workshops on legal requirements.

The above are some ways in which our two programs can complement each other and avoid overlapping and confusion. Problems may arise from time to time, but I believe that they can be ironed out with frequent consultation and determination to do so for the benefit of the entire movement. Please tell me if you feel that this is a fair summary of our conversation and of the situation.

Cordially,

Marvin Rich
Executive Director

bcc: Leslie Dunbar
James Felder
Charles Jones

M E M O

January 20, 1969

TO: Eleanor Margolies
FROM: Marvin Rich
SUBJECT: Salary Increase

Pamela McCoy's salary should be adjusted after she has completed three months of service with us to $6,500 per year.

Resume for Pamela Ann McJoy

Personal Data:

Residence- 23 Decatur St. Roosevelt, N.Y..

Birth Date- 5-15-47, Washington D.C.

Social Security- 105-38-2665

Telephone- 623-5031

Height- 5' 1", Weight- 110 lbs.

Color eyes- Drk. Brown, Hair- Drk. Brown

Educational Background:

Roosevelt Jr. Sr. High School, Roosevelt, N.Y.

Course of Study- Academic

Dates Attended- 1960-1965

Boston University, Boston, Massachusetts

Course of Study- Liberal Arts

Courses	Credits
English	15
Pyschology	9
Science	10
History	6
Government	6
Art	3
Spainish	3
Total	52

Employment:

1. Area Planning Action Council

   2249 Washington St., Roxbury

   Division of Action for Boston Comm. Dvlpt.

   Position- Headstart Teacher; Sept.1967- May1968

2. House of Carsay, 25 Bushwell St. Boston Mass.

Position- Part-time Manager of Dress Shop

Feb. 1967- May 1967

3. Barry S. Daniels, Oswald St., Roosevelt, N.Y.

Headstart Program

Position- Teacher's Assistant,

Summer of 1965

4. Jones Beach Catering Corp., Wantaugh Highway,

Wantaugh, New York

Positions- Cashier, Switch Brd. Operator
Personnel secretary

Summer 1963- September1964

Achievements:

1. Roosevelt Jr. Sr. High Parent- Teacher Assoc.

Scholarship 1965

2. Boston University

Freshman Scholarship 1965

3. Utopia Community Civic Association Inc.

Citizenship Award 1965

4. Public Speaking

Second Prize 1965

5. Honor Roll 1963-1965

Extra Curricular Activities/ Interests-

A. High School-1. Drama Club 2. Debating Society
3. Yearbook 4. Social Committee Chairman
5. Journalism Club; Boston Univ. Afro-Amer. Ass.

B. Voluntary- 1. Campaigner for Thomas Atkins
1967 Boston, Mass.

c. Area Planning Action Council

1. Assisted Educational Supervisor of Headstart
in Program planning

2. Assisted Business Manager's Association
   in Program Planning
3. Program Planning for Summer of 68.
4. Interview and Program Planning for
   Tutorial Program
5. Assisted in Election of Council's Community
   Board
6. Presently- volunteering services in Ocean-
   Hill Brownsville

D. Interests

1. Community Control
2. Politics
3. Art
4. Music

M E M O R A N D U M
****

TO: Ronnie Moore

2-14-69

FROM: Henry Smith

SUBJECT: NY State Dept. of Civil Service.

Ersa H. Postom, President, New York State Civil Service Commission has set up a Task Force on Intergroup Relations. The Task Force is an outgrowth from November 21, 1968 "Workshop on Intergroup Relations" where directions and recommendations for a task force was put forth. The duties for this task force are very broad in responsibilities to study the effectiveness of the State's personnel system in recruiting, employing and developing members of minority groups. The President (Mrs. Ersa H. Postom) feels that the work of the task force can lead to very significant changes and should have a high priority, it is not intended that such assignments are to be considered replacements for regular day-to-day responsibilities.

Members of the task force are:

Dr. Hary Plaic - Management Development
Mr. John Cross - Counsel's Office
*Mr. Robert Delaney - Recruitment (Asst. do Dir.)
Mr. Anthony Sagliano - Recruitment
Mr. Thomas Holmes - Career Development
Mr. John Keefe - Recruitment
Mr. Barry Lorch - Municipal Service
Mr. Chas. Owens - Operations
*Mr. Peter Riley - Recruitment
Mr. Harney Rosenthal - Recruitment (R-1)
Mr. Michael Scelsi - Commissioner
Miss Frances Smith - Personnel
Mr. George Smith - Classification & Compensation
Mr. Alois Soeller - (same)
*Mr. John Wilson - Planning Director
Mr. David Zaron - Classification & Compensation.

(*Added effective January 14, 69).

The consultant fee will be $200.00 per day
and $25.00 for expenses.

The future project is to hold a three day lab at Queensbury Hotel, Glens Falls, N.Y. starting 5:00 PM on Wed. Feb. 5, 1969 thru late afternoon Sat. Feb.8, 1969. All members of the task force will utilize these three days on self awareness, building group cohesion, and the direction for all future project(s).

I was present as consultant Jan.8, and 14. Both sessions were used for maintance of the task force and getting them to work together or at least begin to communicate.

M E M O R A N D U M
****

TO: Ronnie Moore

2-14-69

FROM: Henry Smith

SUBJECT: NY State Dept. of Civil Service.

Ersa H. Postom, President, New York State Civil Service Commission has set up a Task Force on Intergroup Relations. The Task Force is an outgrowth from November 21, 1968 "Workshop on Intergroup Relations" where directions and recommendations for a task force was put forth. The duties for this task force are very broad in responsibilities to study the effectiveness of the State's personnel system in recruiting, employing and developing members of minority groups. The President (Mrs. Ersa H. Postom) feels that the work of the task force can lead to very significant changes and should have a high priority, it is not intended that such assignments are to be considered replacements for regular day-to-day responsibilities.

Members of the task force are:

Dr. Hary Plaic - Management Development
Mr. John Cross - Counsel's Office
*Mr. Robert Delaney - Recruitment (Asst. do Dir.)
Mr. Anthony Sagliano - Recruitment
Mr. Thomas Holmes - Career Development
Mr. John Keefe - Recruitment
Mr. Barry Lorch - Municipal Service
Mr. Chas. Owens - Operations
*Mr. Peter Riley - Recruitment
Mr. Harney Rosenthal - Recruitment (R-1)
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M E M O R A N D U M
****

TO: Ronnie Moore

FROM: Henry Smith 2-14-69

SUBJECT: AJC/SEDFRE Police Community Project.

Tuesday Jan.7,1969, luncheon meeting on pending AJC/SEDFRE Police-Community Project. Harry Fleischman, and his newly appointed assistant Regina Reibsteen were there for AJC and Marvin and I for SEDFRE.

The feelings were that this project will go beyond "Gut Reaction" from police (misunderstood minority) community (Police are here only to protect white business, and not our lives), but will seek then a goal setting joint project for police-community people to work at, together as and end-product.

AJC would like to do three (3) cities, one large like New York, Chicago, Detroit) one medium size city like Hartford, St. Louis and Gary, and one small city like Rapid City, So. Dakota. A staff member of AJC has some interest in Rapid City, So. Dakota because the Indians there are having poor relations with the police.

The real hopes are that somehow we may start with the "Top Brass", but to be realistic effective change may come by having police involved like Sgt, and Lt(s) or those who most influence behavior within the Department. Participants from the community should include a wide spectrum of community folk like business men, shop owners, local groups ranging from church to black militants. We all felt that community people, if they need it, should be paid a stipend.

The overall objective is that the end product will be a joint effort, a project designed by both community and police. There is no way to forecast the project outcome, it could be a thrust on narcotics, request for storefront policemen, or a fight for higher pay for the police-dept.

It is hoped the cost for this project may come from the Field Foundation (they like the idea). AJC sees this as a model project, one that may be a model for the entire country to copy.

AJC wants a training design, with possible budget for next meeting. The date for said meeting should be set by us. We should also give our reactions to problems as we see them.

There are many problems that will take time to be worked out. As I see them they are:

1) Recruitment: Staff time for recruitment is costly and SEDFRE will have to do most of the community recruitment, i.e. I don't think AJC people can recruit black militants.

2) Evaluation: How can success be measured or follow-up done on the projects police-community people plan to run. Some system of follow-up needs to be planned.

3) Design: A design that involves community people and police in the planning stages might be the most productive, as the total project is theirs.

M E M O R A N D U M

February 14, 1969

cc: Marvin Rich
Ronnie Moore
Carl Rachlin
Nannette Sachs
James Felder

TO Laree Bell
Lola Espeut
Barbara Greene
Rosemarie Petrus

FROM: Jacqueline Turner

SUBJECT: Telephone Schedule Attached

Further to our meeting of the 6th with regard to telephone coverage, you will find a schedule which has been worked out, effective Monday, February 17th. I sincerely hope the transition to this new form of telephone coverage will be a smooth one, with the least amount of bitching.

As I indicated during our meeting, let the intercom system do the walking for you. If there is no answer, then take a message. As for messages, the space right at the elevator will be used as a central location for messages. There is already an envelope there for messages to be left for the Legal Department. Additional envelopes will be added so messages can be left for the other departments as well. The ideal solution would be a switchboard, with an operator to match. Funds and space will not permit this, so we have to make other arrangements -- lo the attached. Cheers ladies!

TELEPHONE SCHEDULE

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
A.M. 9 - 12	Laree	Barbara	Rosemarie	Lola	Jackie
Lunch	12 - 1 1 - 2				
P.M. 1 - 5	Rosemarie	Lola	Jackie	Barbara	Laree

M E M O

TO: MARVIN RICH
RONNIE MOORE

FROM: CARL RACHLIN

DATE: 26 February 1969

RE: MEETING IN PHOENIX, ARIZONA ARRANGED BY REV. G. BENJAMIN BROOKS ON 16 FEBRUARY

Attached to this memo is an attendance list that I kept of the persons who attended the meeting. Reverend Brooks was also present.

All of these persons are active, prominent members of the community. In fact, Mr. Morrison F. Warren is a member of the City Council of Phoenix All are mature people, and three of them in their forties, with families and are attending the new law school at Arizona State. These are people who had decided to make a law firm and create careers, to go to law school while trying to make a little extra money in order to keep their families going.

The meeting had been called to discuss school problems in Phoenix. The problems there are a combination of old-fashion segregation problems plus some of the new financing problems. I say old-fashion segregation because in the school district which covers that part of Phoenix where Rev. Brook's church is, and of which he is a member, does have some problems that appear to have been created by deliberate segregation policies and do not appear to be the result of any accident or de facto segregation; the problems show some financing difficulties as well. We spent the afternoon of Sunday, 16 February discussing in detail the various aspects of this, and they are working on collecting factual information which will tend to show all the acts that a) the local school board have done and b) the city, county and state have done to produce, not by accident, segregation patterns. During the conversation we discussed not only the location of schools and the method of bussing children that were used, and where housing was placed, but also the transit lines, for the purpose of showing the patterns of segregation conduct, employment practice in this City and State, and various other things of that kind. During the course of that discussion Rev. Brooks said he had heard of some work that we had ordered with school bonds and mentioned that in their district a school bond would be issued in the not-too-distant future. I indicated that we could help them in this area if they collected for us all the factual matters outlined in our discussion that afternoon, and we would try to get them help from someone who might be interested at the University of Arizona Law School.

Rev. Brooks told me, and of course, I have no way of evaluating this, that the black community is growing, the problems seem to be taking on more the tendency of the urban areas, though he felt it was still not too late to bring about a school desegregation result distinct from some of the methods attempted in other big cities. It was very clear from my conversation that all the persons present were very anxious, if possible, to have a truly desegregated system and wanted to make another stab at it. I wait to hear from them soon and will keep you advised as to where this is going.

/bg

2 Eugene GRIGSBY 1305 Vine Dr. #8 Tempe, 85281

3 Leslie Murray

4. Cecil Patterson 1318 E. La Jolla Dr. Tempe, Az. 85281

5. Josh Bunch 700 E. Loyola Dr. Tempe, Az 85281

6 MORRISON F WARREN 2131 E. Vista Drive Phoenix, Ariz. 85040

7 George M. Greene 1431 E Granada Rd Phoenix, Ariz 85006

M E M O R A N D U M

2/28/69

To: P. McCoy, H. Smith, D. Helper, S. Lacy, A. Flores, F. Lugovina
Velma Banks, Kenny Johnson

From: Ronnie Moore

Re: SEDFRE - Pen Project

SEDFRE and Pen Project have managed to get ten well-known authors to volunteer their services to teach writing skills to teenagers, citizen leaders, scholars, and whoever may desire to develop his writing potential. Writing skills may include report writing, short stories, or proposal writing, or any other interest. Please try to recruit someone or several persons in your area to participate.

Submit the name, address, telephone number, interest, and availability of each participant to Laree Bell, before March 7, 1969. Please act promptly. I need the names earlier so I can inform Pen and the authors.

Many thanks.

M E M O R A N D U M

February 28, 1969

To: Staff

From: Ronnie M. Moore

Re: Suggestions for Program and Resource Materials Development

Organizations survive on its programs, publicity, and reputation. Recently, SEDFRE has been criticized as to the incognitive nature of its training program and its "open end" training approach. This criticism is valid to some extent. Although we believe at one level that people should determine their own needs and that education is not programming people to do what we want them to do, at the same time we must concede that training is giving people the skills, awareness, and information to do what they want to do as long as their desires coincide with the overall objectives of racial equality and social justice.

Whereas we are strong on personal and political awareness, we need more strength in the areas of information and skill development. We can achieve this end by developing "closed end" training programs, publishing "highly problem solving oriented" resource materials, and developing a national network of specialists and trainers. In addition, our present staff needs additional training e.g. specialties, training techniques, research, writing etc. Our staff should be expanded to bring into the organization a new breed of techniques on a part-time or full time basis. I suggest new staff associates should have a background in education, politics, housing, labor, finance, etc.

I need your suggestions to this analysis and direction. Your comments would be appreciated on the following specifics:

1. "Closed end" training programs.

2. Recommended persons for the network: names, addresses, telephone numbers, specialty, education, present employer, and related biographical data.

3. Suggestions on resource materials for both training aides to trainers and publications for distribution to the participants.

4. Staff development - what you need to be more effective on your present job? Where do you suggest that going for additional

Memorandum

training? What specialty do you prefer? What should SEDFRE do to train staff initially?

5. Research - We have been working with communities since 1962. By now, I think that there should be certain social, educational or economic problems related to our programs that we should study; e.g. field study for Conference of Black School Board Officials, analysis of community organization approaches in rural or urban communities, innovations in leadership training methods;application of the "felt need" training concept to adult education.

6. Special Projects - Cities and towns should be selected for intensive training. Projects may be as short as eight weeks or as long as indefinite. However, projects should have a particular form e.g. institutes, voter education, resource center, etc.

Let me close this note by saying that we are in a big political business. We are trying to change systems and instituteion from within and by helping groups to exert pressure from the outside. This means we are a part of a network and what anyone does affects everybody. No one is alone. For example, what Bob Jackson does in Gary, Indiana will affect Mayor Hatcher, Potomac Institute, that recommended the project, and the people who support it both in finance and in principle.

R

M E M O R A N D U M

February 28, 1969

To: Marvin Rich

From: Ronnie M. Moore

Re: Norman Thomas Forum - April 1969

Mrs. Barnes, Mrs. Sachs, Mr. Hill, and I met on Monday, February 24, 1969 to discuss a sensitivity training session for the forum. We agreed on the following:

1. The session will be focused on the problems of antisemitism and will be entitled, "An Encounter Between Jews and Black Americans."

2. The agenda will include an introduction to intergroup communication, followed by a demonstration group with me as trainer, and then a question and answer period. The opening and closing sessions will be chaired by Norman Hill.

3. The demonstration group will consist of six persons: three Jews and three Blacks. The participants should represent a broad view of the feelings underlying Black-Jewish relations. They include both militants and moderates from both sides. The group should be carefully selected and must commit itself to at least a five hour session of T-grouping before the Forum encounter.

Accepting the above plan of action, we left with the understanding that Mrs. Barnes, Mrs. Sachs and I will do follow-up.

[Feb. 1969]

MEMORANDUM

To: P. McCoy, H. Smith, D. Helper, S. Lacy, A. Flores, F. Lugovina
Velma Banks, Kenny Johnson

From: Ronnie Moore
Re
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SEDFRE and Pen Project have managed to get ten well-known authors to volunteer their services to teach writing skills to teenagers, citizen leaders, scholars, and whoever may desire to develop his writing potential. Writing skills may include report writing, short stories, or proposal writing, or any other interest. Please try to recruit someone or several persons in your area to participate.

Submit the name, address, telephone number, interest, and availability of each participant to Laree Bell, before March 7, 1969. Please act promptly. I need the names earlier so I can inform Pen and the authors.

Many thanks.

[Feb. 1969]

TO: Marvin Rich

FROM: Ronnie Moore

RE: Staff Assignments and Work Responsibilities
February - May 1969

Producer & Consumer Cooperatives.

Edward Cole will continue work as a full time trainer-consultant to the Southern Cooperative Development Program. Spiver Gordon will serve the Federation of Southern Cooperatives. Both staff associates will concentrate on membership, board, and staff development.

Community Organization.

Henry Smith and Pamela McCoy will be assigned to Waterbury, Connecticut to train the staff and citizen leaders of the poverty corporation, N.O.W. They will provide training and technical assistance to emerging local groups in the Black and Puerto Rican communities.

Cooperative Housing.

Andy Flores will continue to train 197 Puerto Rican families involved in CENDEVCO'S cooperative housing project. The group sessions will deal with principles of cooperatives and community organization for building rehabilitation.

Parent Teacher Encounters.

David Helper will coordinate weekly group communication sessions between parents and teachers of six schools in NYC School District #7. He will recruit participants and select trainers from national network to participate the weekly sessions geared to problem identification, analysis & strategy planning.

Project Area Committee

In Englewood, New Jersey Shirley Lacy will train & supervise Community organizers who will organize a Project Area Committee, (PAC) under Englewood's Redevelopment Agency and develop programs on housing rehabilitation.

Political Organization and Citizen Leader Training.

James McCain will continue to work in South Carolina. He will conduct citizenship education classes at the precinct level in several counties.

Neighborhood Action Institute

Robert Jackson will organize NAI for public and private agencies in Gary, Indiana. NAI will provide cognitive & skill training for indigeneous leaders. Robert Jackson will develop a staff of four persons and will finance the operations through contracts negotiated with city, state, and federal agencies serving the city of Gary.

Departmental Administration

Laree Bell will coordinate training activities and will serve as my administrative aide. She will also work with me in planning and arranging regional and/or national training sessions growing out of our Technical Assistance Program to public officials.

Staff - Research and Program Development

I shall spend my time consulting staff and piers on program development, conducting staff training sessions, and doing research with HUD and HEW.

MEMORANDUM

March 4, 1969

To: Marvin Rich
Robert W. Jackson

From: Ronnie M. Moore

Re: Financing and Reorganizing the Gary Neighborhood Action Institute

Beginning March 1, through August 31, 1969 SEDFRE will pay $100 per month to the Gary Neighborhood Action Institute for expenses over and above the salaries of Bob Jackson and his secretary. Out of the CEP contract, NAI will pay the salaries of three Staff Associates; Sylvia Taylor, Prentiss Burr, and Fred Minor. All future contracts negotiated will be based on the subsequent similar consultant fees plus per diem, plus travel, plus a 20% administrative charge. All monies will be sent to the National office as new contracts come in. The funds will be to hire a Mexican American to the NAI staff and to cover staff expenses. An attempt must be made to save contract monies in order to retain staff after August 1969. Additional support should be sought from local foundations, United Fund, and new contracts should be sought from private and public agencies outside Gary.

Change of Name

The name, Gary Neighborhood Action Institute, should be changed to SEDFRE, Neighborhood Action Institute of Gary. This may require a change in the Certificate of Incorporation.

New York Administration

Our National office should take over the administration of the Institute, e.g. budgeting, payroll, and handling of finances. All monies should be sent to New York and processed in the usual fashion.

Using Regional Offices for Implementing National Programs

The Mid Western regional office can be used to provide technical assistance to Black Public Officials, and to develop a regional network of consultants for local groups and public officials.

Cooperation with NTL

NTL has indicated interest in joint programs with SEDFRE. I plan to talk with Curt Mial on my next trip to Washington about collaboration not only in Gary, but with SEDFRE as a whole.

Gary and/or Regional Programs

1. White racism - racial polarization - news media and prodominantly shite areas.

2. Encounters e.g. police labs, parent-teacher, interagency, within and between ethnic groups, among discussion members, administration community labs.

3. HEW and special projects e.g. study, community education programs, indigenous trainers, voter education.

BUDGET

Director	$14,000.00
Secretary	6,500.00
5 Staff Associates	40,000.00
	$60,500.00
9% benefits	5,450.00
Office Rent	1,200.00
Telephone	2,400.00
Staff expenses	6,000.00
	75,550.00
10% Administrative charge	7,555.00
	$83,105.00

Assistance from National SEDFRE

1. Resource materials development
2. Technical personnel

M E M O R A N D U M

M March 4, 1969

To: Marvin Rich
Robert W. Jackson

From: Ronnie M. Moore

Re: CEP Contract with Gary Neighborhood Action Institute

In-Kind Services

SEDFRE is obligated to invest $5,000 in in-kind services for the Concentrated Employment Program of Gary. The services will include the salary of Robert W. Jackson, and his secretary, and $2,500 cash that we have already contributed to NAI.

Staff Development

For all consultants that SEDFRE send to Gary, NAI will reimburse SEDFRE for expenses, cover travel, per diem, and $75. per day for consultant services. Bob Jackson has at his disposal in the CEP contract $7,500 for outside consultants and $3,000 for staff development or in-service training.

M E M O R A N D U M

March 12, 1969

TO: Staff

FROM: Marvin Rich

SUBJECT: Vacations

It's getting to be that time of the year again. As you know, members of the clerical staff are entitled to two weeks vacation after one year of service and three weeks after two years of service. Members of the professional staff are entitled to three weeks after one year, and four weeks after two years. Employees on staff six months will be eligible for one week's vacation.

It is our intent that vacations actually be taken. Therefore, they may not be accured from year to year. They must be taken by February 28 of the next year. Up to one week vacation maybe taken in pay.

I would hope that we could arrange the vacation schedule fairly quickly. Schedules should be approved by the Department head and by me. This is important so that there is coverage of essential functions at all times. Attached is a schedule listing amount of vacation time for each employee.

Have fun!

Attachment: (1)

1969 Vacation Schedule

Employee	Amount of Vacation
BELL, Laree	4 weeks
COLE, Edward	3 weeks
FLORES, Andres	1 week
GORDON, Spiver	4 weeks
HELPER, David	3 weeks
McCAIN, James	4 weeks
MOORE, Ronnie	4 weeks
SMITH, Henry	4 weeks
JACKSON, Robert	1 week
MORENO, Carmen	1 week
LACY, Shirley	4 weeks
McCOY, Pamela	1 week
WALDMAN, Susie	
FELDER, James	1 week
PETRUS, Rosemarie	1 week
RACHLIN, Carl	4 weeks
GREENE, Barbara	1 week
RICH, Marvin	4 weeks
TURNER, Jacqueline	3 weeks
MARGOLIES, Eleanor	4 days
FUENTES, Zoila	1 week
ESPEUT, Lola	
SMITH, Kevin	

TO: Marvin Rich

FROM: Ronnie M. Moore

April 1, 1969

SUBJECT: SEDFRE-CATI Relationship

On Thursday, March 27th I met with Barry Paccet, director of the New Jersey CATI. We discussed the following issues:

1) The Trenton case study

2) SEDFRE's participation in the CATI OEO contract effective June 1, 1969

3) Development of resource materials

4) Training trainers

We concluded that the misunderstanding of the Trenton case study was the product of personality conflicts and inadequate contract stipulations. However, we felt that a clearly defined contract would avoid any future conflicts between the two organizations. By April 21st I agreed to send to Barry a letter indicating the conditions under which SEDFRE will participate in the OEO contract with CATI. The letter should state specific territory, Massachusetts, Connecticut and/or upstate New York, the number of trainers, the focus of training and a syvopsis of consultant resources available in the SEDFRE network. At a later date, Barry and I agreed that CATI, AFRAM and SEDFRE should get together to discuss what materials are needed and which staff resources should be developed.

M E M O R A N D U M

April 2, 1969

To: Marvin Rich

From: Ronnie M. Moore

Re: Vacation

I would like to take my vacation as follows:

One week April 28 - May 4, 1969.

Two weeks August 4 - August 18, 1969.

One week in pay.

voter 280 [n.d.]

TO: Marvin Rich, Executive Director

FROM: Ronnie M. Moore, Leadership Development Director

RE: Miniature Voter Machines for East & West Feliciana Parishes in Louisiana

Upon the request of several participants in the Louisiana-Mississippi series for voting machines to teach newly registered persons how to vote, I called Wade O. Martin Jr., Secretary of State in Louisiana. I explained to him the need for training persons on how to use the voting machines. As a result of our conversation, he was very anxious to help and agreed to allow the local voter leagues of East and West Feliciana Parishes to display fifteen miniature voting machines.

Mr. Nathaniel Smith, President of the West Felciana Community Relief Fund, and Miss Viola Greenups, an outstanding member of the East Feliciana chapter of the Congress Of Racial Equality reported that nearly fifteen-hundred persons have been trained on how to effectively use voting machines.

This is a part of bringing about full implementation of the 1965 Voting Rights Act and creating an atmosphere of political awareness among Negro citizens in the South. It is interesting to note that Negro registration in West Feliciana Parish exceeds whites, and Negro registration in East Feliciana Parish fluctuates between 49 to 50 percent of the total registered population.

Federal Registrars were appointed by U.S. Attorney General Katzenbach, to serve in both parishes.

[n.d.]

GUIDELINES FOR DAVE DENNIS EXPENSES

CAR RENTAL	$ 500.00
PHONE	200.00
BUS & CAR CARE	500.00
LODGING	300.00
FOOD	500.00
MISC.	100.00
AIR TRAVEL	500.00
	2,600.00

RESPONSIBILITIES FOR FIELD ASSISTANT

I. STUDENT RECRUITMENT FOR LEADERSHIP TRAINING SERIES

A. SOUTH CAROLINA
B. FLORIDA
C. NORTH CAROLINA

II. COMMUNITY SERVICES

A. CONTACT STUDENTS BETWEEN WORKSHOPS TO HELP PLAN AGENDA FOR NEXT SESSION IN SERIES

B. ASSIST LOCAL GROUPS INVOLVED IN LEADERSHIP PROGRAM TO TRAIN THEIR OWN PEOPLE

C. RESEARCH ON HOW LEADERSHIP PROGRAM SHOULD BE FURTHER DEVELOPED TO MEET LOCAL NEEDS

D. ATTEND ALL WORKSHOPS IN SOUTH

III. WORKSHOP ON POLITICAL CAMPAIGNING

A. RECRUITMENT
1. FLORIDA
2. NORTH CAROLINA
3. SOUTH CAROLINA
4. GEORGIA
5. ALABAMA
6. MISSISSIPPI
7. LOUISIANA

B. AGENDA
1. CONSULT LOCAL GROUPS
2. AID IN RESEARCH
3. AID IN SELECTION OF RESOURCE PERSONS

C. PREPARATION OF KITS, MATERIALS, ETC.

IV ASSIST IN THE GENERAL OPERATIONS OF LEADERSHIP PROGRAM AS MAY BE REQUESTED BY THE DIRECTOR

[n.d.]

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N.Y. Times Sunday Sept. 23 1968

BLACKS GET GUIDE FOR NEGOTIATIONS

Manual Counsels Leaders to Stress Community Links

By M. S. HANDLER

A biracial organization here is using workshops and a nationally distributed training manual to sharpen the negotiating skills of black communities over the country.

The Scholarship, Education and Defense Fund for Racial Equality, based in New York, has prepared a detailed guide to teach the proliferating community action groups "when to negotiate and how to negotiate, the strategy to be used, the mistakes to be avoided."

In addition to circulating 10,000 copies to selected community organizations dealing with local and state governments and private employers, the fund has conducted workshops for black community leaders. In these the case method is employed to illustrate the art of negotiation.

Skills Missing

Marvin Rich, executive director of the fund, said research was undertaken when it became apparent that local leaders had been making negotiating mistakes because of lack of skill.

Founded in 1962 by former members of the Congress of Racial Equality such as Mr. Rich and Ronnie Moore, the program director, the organization's modest budget is covered by a number of foundations.

Before embarking on its negotiation project, the fund conducted 100 workshops in various parts of the country on voter registration, techniques of organizing the black communities, how to win local elections, how to deal with white officials how to organize trade unions, and how to perform as members of local school boards.

The manual on negotiation lays down as a basic principle the necessity of organizing the community in advance of the first session as a means of negotiating from strength. It says:

"If it's clear that you speak for an aroused and united community, you can bet that the people with whom you're negotiating will respect this fact."

Bluffing Discouraged

The manual, counseling against bluffing in negotiations, advises instead a mastery of the details of a problem and its background along with the ability to fully document arguments with facts.

Before going into negotiation, it says, "you must decide what your opening demand is going to be," and "this can be a tricky business."

"As a general rule," it suggests, "your opening demand should be as high as the facts justify. But not, higher."

The manual notes that the relation between the negotiator and the people he represents is important. It counsels:

"It's easy to get people worked up by promising them the moon. But then, if you don't deliver the moon, and you won't be able to, there is going to be a lot of disappointment. The people you represent are going to feel that you have done a bad job.

The manual suggests that a small committee do the actual negotiating and that a larger committee serve in an advisory capacity and as a link with the community.

Cautioning against a display of anger, it says: "Let the anger be in your facts, not in you."

"Controlled anger," it says, "is almost always more effective in negotiations than shouted anger. Tell them that, if the offer they've made is their best offer, they're inviting trouble. Don't spell out what kind of trouble. Just leave it hanging.

"It's at this stage that your community support becomes most important. You have to know that your community is ready to back you up."

Congress of Racial Equality
38 Park Row, New York, N.Y. 10038
CO 7-6270

[n.d.]

MEMORANDUM
TO: Marvin Rich and Ronnie Moore
FROM: Herbert Callender, Director of Organization
RE; Up-state and New England area training sessions

It has become apparent to us that there is a great need for some intensive training around the problems of community organization and political activity for our chapters in the up-state and New England areas. The areas included in this training session should be as follows:

1. Connecticut
   a. New Haven
   b. Norwalk
   c. Bridgeport

2. Massachusetts
   a. Boston
   b. Springfield

3. Rhode Island

4. New York
   a. Syracuse
   b. Utica
   c. Binginhampton
   d. Rochester
   e. Buffalo
   f. Poughkeepsie
   g. New Rochelle
   h. Mt. Vernon

I would suggest that immediate arrangements commense in terms of securing a retreat and notifying chapters in the areas to be serviced by this training session.

Please give this proposal very careful consideration and let us know at your earliest so that we can begin to send out the notifications to the chapters.

Thank you.

S E D F R E — INTER-OFFICE MEMORANDUM

[n.d.]

TO: Marvin Rich

FROM: Ronnie Moore

SUBJECT: Additional information to be included in proposal to Ford Foundation

I- Our faculty includes the following outstanding personalties:

Leon Modeste - Field Consultant Division of Community Services, Executive Council of the Episcopal Church
Vernon Robinson, Jr. - Assistant Director, Stryckers Bay Community Action Program
Dr. Preston Wilcox - Assoc Prof of Social Work, Columbia School of Social Work,
Dr. William Gellermann - Asst Prof of Industrial and Labor Relations, New York State School of Industrial and Labor Relations, Cornell University
Robert Gore - Assistant Director of Public Relations, Mobilization for Youth
Norman Hill - Legislative Representative, Independent Union Dept. AFL-CIO
August Meier - Professor of History, Roosevelt University, Chicago, Ill
Leon Shull - Executive Director, Americans for Democratic Action
Hon Percy Sutton - Burrough President of Manhattan
Mary Weaver - Program Analyst, U. S Department of Health, Education and Welfare
Howard Glickstein - General Council, U.S. Commission on Civil Riggbs
John Zippert - Staff Representative, Congress of Racial Equality
Marvin Wall - Research Analyst, Voter Education Project, Southern RegionalCCouncill
Charles Duncan - Former General Council, U.S. Equal Opportunity Employment Commission
Nils R. Douglass-- Chairman, Board of Directors, SEDFRE
Richard Miles - Former Staff Representative, Voter Education Project, Southern Regional Council

II- Evaluation - The following persons who participated in our program are now employed
i in private and public agencies or now holding positions of responsible leadership in volunteer social action organizations:

Hattie Graves - Community Organizer, Design for Urban Education, Newark, N.J.
Frank Lugovino - Member, Board of Directors, Puerto Rican Development Corp.
Donald Tucker - Community Organizer, United CommunitybCorp., Newark, N.J.
Fran Crayton - Administrative Assistant to Director of Community Organization South Bronx Community Progress Center
Howard Quander - Program Officer, Human Resourse Comm
Luenetta Miller - Area Coordinator, Nassau County Office of Economic Opportunity
Carol Moore - Coordinator, Neighborhood Youth Corps, Investigator, East Orange Civil Rights Commission
Robert Hicks - President, Brotherhood of Pulp, Sulphite and Paper Mill Workers
Charles E. Bryant - President, Louisiana Council of Branches, NAACP
Ida Torres - Administrative Assistant, District 65, RWDSW

III- Corrections - There are a few things that I could question.. I would prefer holding comment until I can see the complete draft of the proposal.

RM:jj

(n.d.)

MEMORANDUM

TO: Marvin Rich

FROM: Hank Smith

RE: Research Guide For Community Organizing
(Please refer to questionnaire)

(

I was immensely pleased with the draft from Jill Hamberg, it is indeed a piece of work needed in the field. Personally I would like to answer question two (2) with a request for free copies. I am certain I could use a minimum of 100 copies for the North Atlantic region.

Question 3 - I felt a serious omission was made in that some reference should have been given to our own booklet "Political Strength And How To Get It", I find a real need in all communities for a simple approach to politics and most groups feel that our booklet is a complete answer.

B - It may be that their complete work is a little complicated for most community groups, it is an excellent reference book for the more sophisticated individuals and groups.

C - No

D - OK

Question 4 - It is my feeling that they are somewhat liberal in their ideology. Personally I would like to see a more radical approach (how to make Molotov cocktails).

Question 5 - Yes

Question 6 - I would really like to see the title remain the same and doubt seriously that any change would be beneficial.

Question 7 - Truthfully Marvin I simply don't have the time to edit as they have suggested and I hope you don't mind my sticking to generalities and may I repeat it is indeed an excellent piece of work and timely.

May we (Training Department) keep this copy?

WRITINGS OF RONNIE MOORE, 1967, 1969

MSS 546 SEDFRE

Box 21
Folder 1

State Historical Society of Wisconsin

Please Retain Original Order

S.E.D.F.R.E. INTER-OFFICE MEMORANDUM

To: Carl Rachlin December 19, 1967

From: Ronnie Moore

Subject: NEGOTIATION

Attached is a two page article on the above mentioned subject which I wrote this month.

Please develop this into a detailed draft.

RMM:at
Attachment

NEGOTIATION

by
Ronnie M. Moore

Negotiation is bargaining. It is a state which exists because two parties desire something that is scarce or requires sharing. Further, it assumes that the two parties intend to work together in the future. Therefore, no side can win all. There must be give and take.

Preparing Negotiations

The first step is to know your goals. Of course, you will shoot for the sky, but you must be ready to compromise. The goals must be set by your group. Several questions should be asked:

1. What do we want?
2. What shall we accept?
3. What shall we definitely reject?

One of the big problems is, at what time do you begin to put forth suggestions for compromise. What are you willing to trade away? What must you get in return? Who is going to be the "tough guy?" Who is going to be "reasonable?" Does the reasonable person sit in on the negotiations from the beginning or only when "the break" is imminent.

The second step is to plan your tactics. These suggestions may help.

1. Know the members of your team. Plan a role or function for each member.

2. Develop a system to communicate while you are negotiating.

3. Brainstorm through, "if; then what?"

4. Know your weak and strong points.

5. Don't underestimate your opposition. Therefore, develop defense, offense and counter moves.

Role playing is always helpful.

Negotiators and the Group

The ultimate responsibility, authority, and final decision must rest with the group. Negotiators should not close any deals without getting approval from the group. Negotiators and the group should be clear on what the negotiators can or cannot do.

At the Conference Table

Negotiators should test out what the opposition is buying or selling. Remember, the opposition is using the same tactics you are. They too, must compromise. They too are trying to make the best deal possible. You should be able to think on your feet.

Rules to follow:

1. Be cool in spite of your emotions.
2. Speak to the facts.
3. Don't be sidetracked.
4. Although you may believe in your strategy, change it if necessary.
5. Watch the non-verbal expressions of your opponents.
6. If things are not going your way, you can always call for a team recess.

Develop secondary leadership through negotiations.

Negotiators are not decision-makers. Persons who are thinkers and who are unknown to the opposition may be better negotiators at the first stage. Top leadership comes in later to make adjustments.

If you want to build your organization, then you should seek ways of involving as many members as possible. If you use emerging leaders within your group as negotiatiors, then you will be developing their skills, exposing them to pressure, increasing their political awareness, and building their self-confidence.

S.E.D.F.R.E. INTER-OFFICE MEMORANDUM

To: Carl Rachlin December 19, 1967

From: Ronnie Moore

Subject: How to File Complaints

Please develop a manual on the above subject. Attached is some material which was developed some time ago, for your information.

Materials attached: How to File a Complaint Against the Police Department
Various Forms for Filing Complaints of Discrimination

RMM:at

HOW TO FILE A COMPLAINT AGAINST THE POLICE DEPARTMENT

Civilian Complaint Review Board

This Board was established five years ago as the result of citizen-pressure. It was a compromise, as the demand had been for a review agency independent of the police department. (A bill, #394, has now been introduced into the City Council to do this. Philadelphia and Rochester have such boards.)

Despite its name, the present Board is an agency within the Police Department composed entirely of high-ranking police officials. It is headed by Deputy Police Commissioner Walter Arm; who is, roughly speaking, the Police Department's public relations man.

All complaints about actions by the police are forwarded to this Board, whether made to the Mayor, the Police Commissioner, or other officials.

Who can make a complaint?

The complaint can be made by the aggrieved person (the victim) or by another citizen, such as a lawyer or an organization officer.

Where to send it?

It is a good tactic to send the complaint to the Mayor or the Commissioner, even though you know it is going to be referred to the Board. This lays a better basis for going back to the Mayor with a political demand for justice, as contrasted with the technical, legal process within the department. It is also better for publicity purposes if the case is one you want to take to the press immediately.

Send a carbon of your complaint to the Workers Defense League, 112 East 19th Street, New York 3, N.Y. You are more apt to get attention if the police know an independent agency is interested. And it will alert the WDL in case you need legal help from them on the case.

What to say?

Tell the nature of the injury (beating, interference with legitimate activity such as distributing leaflets, etc.) Identify the police involved if you can (i.e., by number on badge, license plate of police car, etc.) If you can't, give the exact time and place. The department can indentify an officer from that, unless he was off duty.

Follow-up

Write a follow-up letter once every week to ask what is being done. A case has been reported which was investigated and closed by the Police Department in two weeks without any notification to the complaining party.

Procedure

The complaint is forwarded from the person to whom it is originally made to the Board. (The complainant may be told to file a complaint at the precinct; and if so this should be done; but having notified a higher authority will help ensure this being treated with respect at the precinct.) The Board then will refer the complaint to the area divisional commander. Either the commander or someone appointed by him serves as investigating officer. This officer notifies the complaining party of a time for an investigating conference.

This conference is the only hearing.

The entire police contingent involved is present, including the commanding officer responsible (usually the precinct captain unless special police are involved.) A representative of the Civilian Complaint Review Board attends.

The person making the complaint should bring all his witnesses and all evidence available (evidence other than witnesses might be doctor's or hospital bills in case of injury if medical personnel will not come or send affidavits; injured property such as torn up leaflets, and so on;) his lawyer if he has one. This will be the only opportunity to present evidence.

Time involved

If pressed, the investigation can be carried through to its final decision by the Board in five to six weeks. Follow-up must be continued after the hearing as regularly as before.

Suits against the City

In cases of assault by police, suits can be filed against the City of New York. This is true regardless of whether or not an arrest and/or conviction has taken place.

Such suits cause trouble for the Corporation Counsel and expense to the City. They are therefore, very useful as an indirect means of getting the City to influence the police to cut down on brutality, regardless of the outcome in the courts.

If a suit has been filed, the CCR Board will not consider a case. But an injured party has 90 days to file suit. Therefore, a complaint can be filed with the Board and pressed to conclusion well within the 90 day limit and a court case filed afterwards. This is another reason for continuous follow-up.

East Harlem Committee

People who live or work in East Harlem who have complaints against the police should know that a local committee to help them has been formed there. It is called the Police-Community Relations Committee and its chairman is Hector Valez. He should be telephoned at AT9-7023 and told about any incidents.

S.E.D.F.R.E. INTER-OFFICE MEMORANDUM

To: Carl Rachlin December 19, 1967

From: Ronnie Moore

Please prepare a manual using attached and related materials.

Materials attached: Your Rights if Arrested
Is It Wrong to Handcuff the Police?
The Police and Race Relations
The Law and Civil Disobedience
Executive Action to Protect the Exercise of Federal Rights
Legal View of Civil Rights and Liberties
The Privilege Against Self Incrimination (Draft)
Grand Jury (Draft)

RMM:at

THE POLICE AND RACE RELATIONS

The greatest problem in the cities today, says Charles Silberman, author of Crisis in Black and White, is "the explosive growth" of their Negro populations -- "between 1950 and 1960, the 12 largest U.S. cities lost over two million white residents; they gained nearly two million Negro residents." Added Silberman:

"When city officials talk about spreading slums, they are talking in the main about physical deterioration of the areas inhabited by Negroes. And when they talk about juvenile delinquency, or the burden of welfare payments, or any of a long list of city problems, officials are talking principally about the problems of Negro adjustment to city life. For the large city is not absorbing and 'urbanizing' its new Negro residents rapidly enough; its slums are no longer acting as the incubator of a new middle class."

IS CRIME A RACE PROBLEM?

Is crime in the big cities, then, a race problem? Emphatically not. George Edwards, Judge, U.S. Court of Appeals, Sixth Circuit, who formerly served as Police Commissioner in Detroit, Mich., tells us:

"Crime is a problem which is produced by human degradation. If you subject any portion of a population, regardless of its national origin or color, to conditions of poverty, lack of education, lack of culture, lack of employment opportunities, that portion of the population will, in relatively short order, begin to produce a higher than average percentage of delinquents and criminals.

"If it is true, and it is, that in most of our big cities a higher percentage of recorded crimes are committed by Negro citizens than by whites, it also is true that statistically a far higher percentage of Negro citizens reside in slums; they constitute a far higher percentage of employees with the lowest paid jobs; a far higher percentage of the unemployed; a far higher percentage of school dropouts; and a far higher percentage of people who have known degradation, poverty and discrimination through the past 300 years.

"Just as it is true that it is easy to police the better sections of the white occupied portions of any city, so it is also far easier to police the better sections which are occupied by Negro residents. We have a neighborhood in Detroit in which for 40 years Negro businessmen, lawyers, doctors, workers in the factory with long seniority have bought land and built homes and reared their youngsters. Conant Gardens is known as one of the quietest neighborhoods in one of the quietest precincts in the entire city of Detroit.

"The notion that crime is a race problem is a totally false one (but) wherever there has been discrimination, wherever there has been impoverishment, wherever there has been denial of rights, automatically we have built-in problems in relation to social order.

EQUAL LAW ENFORCEMENT

Hostility between the Negro communities of our big cities and their police departments is the major problem which law enforcement deals with in this decade. Every recent race riot has had such hostility as a major cause. The Negro citizen sees the police officer in blue coat, with white face, as the representative of the white man's law who for nearly 300 years enforced the laws -- first of slavery and next of legally sanctioned segregation. Similarly, police officers have grown up in a tradition where part of their historic function assigned by the community has been "keeping the Negro in his place." Many present-day police officers notes Judge Edwards, customarily use the hated term "Nigger" in talking about (and sometimes to) Negro citizens. Many white police officers, who live in neighborhoods occupied by whites where the crime rate is relatively low, work daily in core area precincts where they are constantly in contact with crime committed by Negroes. This makes them erroneously tend to identify Negroes with crime and whites with peace and order - and thus contribute to the hostility problem, which even affects thoroughly unbiased police officers.

At the same time, police frequently feel that they are unjustly criticized. New York City's former Police Commission, Michael J. Murphy, spoke for many when he complained recently: "Why are the police regarded in some quarters as enemies and aggressors rather than friends and protectors? Why does the wave of sympathy automatically engulf the criminal rather than the policeman?... Why, for example, in a demonstration aimed at protesting slum conditions does the attack suddenly switch from the slumlord to the policeman?... Why are we equated with some other police forces in the civil rights struggle, when our methods and successful handling of such problems has been in such healthy contrast?... The police officer, too, belongs to a minority group -- a highly visible minority group -- and is also subject to stereotyping and mass attack. Yet he, like every member of every minority, is entitled to be judged as an individual and on the basis of his individual acts, and not as a group."

Prof., L.C. Gould of Yale University argues that crime statistics are loaded against Negroes. "A group of Negro youths standing on a corner in Watts are loitering," he said, "but a group of white boys are just passing the time of day. A Negro women caught shoplifting in Watts is arrested and booked. A Beverly Hills white woman in the same embarrassing predicament is often treated differently. Her husband is called and he takes care of it."

"Even rioting and looting are classless crimes, "Prof. Gould said. He cited Pacific and Atlantic Coast beach riots in which middle-class white youths were almost the only culprits.

The police systems in Philadelphia and New York City are using Professor Marvin E. Wolfgang's pamphlet, "Crime and Race: Conceptions and Misconceptions," for in-service training among administrative and supervisory personnel, in addition to making it required reading for all new police recruits and injecting its contents into the regular police training program. Similar activity in other cities can be helpful in creating positive police attitudes toward cooperative relations between police and the Negro community.

"We seek: (1) More law enforcement and more vigorous law enforcement. (2) Equal protection of the law for all lawabiding citizens; equal enforcement of the law against all violators. (3) The support of law abiding citizens for law enforcement."

IMPLEMENTING THE PROGRAM

To implement that simple and seemingly elementary program is not easy. In Detroit, this statement of principles was posted at each precinct station over the desk, to be read by both the men on the force and the public, and the following check list was used:

1) Direct staff investigation of all civilian complaints. If investigations of complaints are made by officers in the same police division or command as the men accused, this is utterly wasted and a total loss.

2) End "alley court" -- the name police officers use when they are talking about roughing up suspects. Signs in the precinct stations spell out a person's right to make a phone call when he is arrested.

3) Identify police who exhibit anti-minority prejudices and behavior and transfer them to non-critical jobs.

4) Try to ban "trigger words" in police action, such as "boy" to adult Negro males - a term strongly resented as insulting by Negro men. Other such words resented by various minority groups include: Nigger, Coon, Spic, Wop, Kike, Sheeny.

5) Aim for politeness in the giving of traffic tickets. This helped to cut the number of complaints about the issuance of tickets from 4% of the total tickets written to 1/50th of 1%. Minority groups frequently feel that traffic tickets are given in discriminatory fashion to harass them.

6) End investigative arrests. (In 1961, in Washington, the Commissioners found that in 26% of the felony cases in the District of Columbia, men were arrested for investigation -- that is, on less grounds than would constitute a reason to hold them for a charge. Of those men, only 5% were ever charged with a crime. Some 17 out of 18 were released back into the community to be picked up again. The Commissioners ruled against that, and there are no more arrest for investigation, at least labelled as such. The notion of probable cause for arrest which is written into our law is only meaningful if it is applied across the board

to those thousands of arrests that do occur.)

7) Increase law enforcement in high-crime precincts. As more crimes are committed by Negroes in the core areas of our cities, so more of the vi ims are Negroes than is true in relation to the whites. A Detroit precinct heavily populated with Negroes showed that 78% of the identified assault offenders were Negro, while 76% of their victims were Negro likewise. In Dallas, a 1963 study of homicides indicates that where 68% of the homicide suspects were Negro, 69% of the victims were Negro. It is no wonder then that, in a survey completed just before the 1964 riots in Harlem and Brooklyn, a broad cross-section of New York's Negroes volunteered the opinion that more, rather than fewer, policemen were needed to cope with the high crime rate in their neighborhoods.

8) Make certain that equal opportunity exists for all in police recruitment, assignment and promotions.

9) Ban the use of police dogs in core area police work. A dog companion for a single patrolman on a lonely beat may be useful. The same dog at a racial demonstration is a symbol of race hatred.

10) Integrate police teams -- particularly make certain of the integration of details employed at racial demonstrations and the careful selection and integration of "ready forces' employed to respond to street conflicts.

11) seek more police officers and better pay for police officers.

12) Judge Edwards has now added a call for a nationally-financed plan for development of police training schools and a National Police Training College, with the prestige of West Point, to provide coordinated police training, including the relation of police conduct to the Bill of Rights.

An interesting experiment has just been conducted in Detroit, where the city's Commission on Community Relations, the Police Department and the Total Action Against Poverty Program combined to develop a five week course, attended by 1,800 Detroit policemen . The course covered eight difficult situations faced by policemen which most frequently produce aggravated police-community relations. The $200,000 program was financed with 90% federal funds through the Office of Economic Opportunity, and 10% local funds.

Could not similar courses be developed in your community?

It has also been suggested that consideration be given to methods of riot control which would prevent fatalities. One proposal has been for police to be armed with guns that shoot non-lethal darts, such as those used to capture rather than kill animals, rather than explosive bullets. Another has been that off-duty and out-of-uniform police should not carry weapons.

CIVILIAN REVIEW BOARDS

The civil rights movement throughout the nation, supported by many civic groups, has been urging the establishment of civilian review boards to study citizen charges of police brutality. Currently, only Philadelphia, Pa., and Rochester, N.Y., have such boards. While they have not served as panaceas for all police-community relations (in fact, both cities were among the many experiencing riots in 1964,) they have acted as safety valves. Review boards can give the minority community a psychological feeling of involvement in correcting abuses. They can be meaningful only if they are accompanied by the comprehensive proposals outlined above.

Police officers generally have opposed the creation of civilian police review boards on the grounds that they would undermine police authority. While civic groups are divided on the issue, extremist organizations like the John Birch Society have seized on opposition to such boards as a means of infiltrating into police forces. The Birchites indicated what their slogan "Support Your Local Police," means when they issued a circular praising the police of Birmingham, Alabama who used police dogs against children, for a "superb job of maintaining law and order in the midst of a hot situation." Police, who often feel misunderstood by the community, sometimes tend to identify with Birchite propaganda. This is a danger that all police forces must guard against, lest police fall into the hands of a fanatical minority out to harass all civil rights and democratic civic groups, and promote civic turmoil.

CITIZEN SUPPORT

But the effort to involve citizen support for law enforcement is basic in a democratic society. Without it the police effort can degenerate into what many Negroes consider "an occupation army" attitude. With citizen support, the police are the community's right arm in fighting the evils which make city living difficult. Can this be secured from the Negro community? In Detroit, this summer, 200 Negro teen-age boys worked as police aides in a move to recruit more Negro officers and promote cooperation between Negroes and the police force. In the same city in 1963, reported then-Police Commissioner Edward:

"In Precinct 10, our most difficult precinct, we has a community relations meeting that was supposed to be a regular quarterly meeting but it wasn't a very ordinary affair. There were 450 citizens (90% of them Negro) seated in the police garage... They stayed there for three hours to talk in detail with the precinct inspector and the officers in the precinct about law enforcement in the precinct. During the course of this three-hour meeting, there was not one complaint about discrimination or brutality.

"What they were asking for was more enforcement in their particular block or neighborhood, rather than wanting to have the police removed. They were telling us where stills were, or where blind pigs (liquor sold illegally) were operating , or who was pushing people around in their neighborhood. This is the kind of informatbn which makes the law enforcement job so much easier. We gave out ten department citations for dramatic assistance to the police on the street. For instance, two gunmen had gone into a bar, held it up. Three of the Negro citizens who were at that meeting, when the gunmen left with the swag, went out the door after them, chased them, caught them, and held them until the police got there. We don't recommend that, but we do encourage having people tell us when they see things going on. Most of the other nine citations were given to people who had dcne that.

"The sort of communication that was represented by that Precinct 10 meeting, magnified a thousand-fold, is the essence of democratic participation in law enforcement."

Does this situation exist between your Police Department and its minority group communities?

If not, what can you do to help create that health dialogue?

Scholarship, Education, and Defense Fund
for Racial Equality
150 Nassau St.
NYC 10038
Rm. 1707

THE LAW AND CIVIL DISOBEDIENCE

by

Harris Wofford

First let me correct my billing and, more important, Professor Ward's billing. According to your poster he is to present "the lawyer's viewpoint" on this question, and I am to discuss "passive resistance."

Having just seen the grisly picture of Les Advocats by Forain in the current French Art exhibit in O'Shaughnessy Hall, I don't know why I an stung by the implication that Professor Ward is the lawyer here tonight and that I am beyond the pale. I could make a case for civil disobedience based on St. Augustine's description of the "melancholy and lamentable judgments" -- the injustices -- inherent in the law in this sinful city of Man, and, with pacifism as a check on the commission of new injustices, call for peaceful resistance to unjust laws. Perhaps Mr. McKiernan, if his billing as a pacifist and anarchist is correct, will make that case.

It is a good American case, defended and demonstrated by Thoreau, and by a whole generation of abolitionists. "Unjust laws exist," said Thoreau. "Shall we be content to obey them, or shall we endeavor to amend them, and obey them until we have succeeded, or shall we transgress them at once? " Thoreau asked, as I think we each must ask. His answer was: "If this injustice is part of the necessary friction of the machine of government, let it go, let it go: perchance it will wear smooth...but if it is of such a nature that it requires you to be the agent of injustice to another, then, I say, break the law. Let your life be a counter friction to stop the machine." So he advised the abolitionist not "to have God on their side, without waiting for that other one." And he went to prison for refusing to pay taxes to a government that was upholding slavery by imprisoning and returning runaway slaves. He said that "Under a government which imprisons any unjustly, the true place for a just man is also prison." But people did not understand and a distant aunt paid his taxes for him and he was put out of prison after only a one-night stand. Still, I think, his apochryphal answer to Emerson made an imprint on the American mind. When Emerson asked him why he was in jail, Thoreau replied, "why are you outside?"

But I do not think I am a pacifist and I know I am not an anarchist and I did pass the bar. So tonight I went to make a lawyer's case for civil disobedience. We have been reading Justice Holmes in my class, and as always he has renewed my passion for this jealous mistress, the Law, whose loyal lover I claim to be - even as I stand here advocating civil disobedience. By the way, there is a Thoreau text for this, too. "They are the lovers of law and order who observe the law when the government breaks it."

NOTE: Mr. Wofford was Associate Professor of Law at the University of Notre Dame Law School when he delivered this address on November 20, 1959, before Gray's Inn, the student association of the law school. Mr. Wofford is an Episcopalian. He served on Senator Kennedy's staff during the presidential campaign and then was Presidential Advisor in Civil Rights for a period. He is now overseas with the Peace Corps. The address was first reproduced with his permission on August 23, 1960, and is now reprinted on June 30, 1962. Copies may be obtained for 10¢ each from the Episcopal Society for Cutural and Racial Unity, 5 Forsythe Street, N.W., Atlanta 3, Georgia.

Now I realize that this involves a paradox -- a central paradox of natural law jurispudence -- that for many people spells anarchy. One man's natural law is all too often another's poison. For Socrates thare was a higher law whispering to him from outside the cave of this world that told him it was the nature of man and the first principle to the teaching profession to ask questions -- to question everything -- and that therefore he should not obey the edict of Athens abridging his freedom of speech. But the Athenians who served him the hemlock were also obeying the highest law they knew, the need to preserve their society from subversion. I think you will agree with me that at least this one act of civil disobedience proved to be effective. For out of the cheerful prisoning and death of Socrates, we learn academic freedom and I would day that Socrates also teaches us the first principle of any republic, the principle established for this Republic by the First Amendment.

I suppose that almost everyone here would agree that civil disobedience would be justified toward any man-made law prohibiting the public worship of God. St. Thomas said that human laws contrary to Devine law ought nowise to be obeyed. The Church has gone to the catacombs before in its exercise of the freedom of religion. And the lives of many martyrs and saints should be enough to convince you of the educational potentialities of such civil disobedience. The question is, where else in the field of law and on what other occasions is civil disobe--dience also necessary and proper?

I would cite the second part of the First Amendment, freedom of speech, and the principle of equal protection of the laws in the Fourteenth Amendment as two other areas where any laws in conflict with these commands of the natural law, according to my view of man's nature, ought to be civilly disobeyed.

But soon as I say this, I have opened a Pandora's Box from which many furies may fly, including the present disobedience of the Supreme Court"s school decisions by many whichcitizens in the South. If you doubt that the white resistance to desegregation is based, in part at least, on a firmly-held and often conscientiously-held, though to me wrong-headed, view of natural law, then listen to this colloquoy from the Congressional Record for last September 14th. Senator Eastland asked: "Is not the segregated way of life a better life? Is not that the law of nature?" And Senator Thurmond replied: "Well, that is the way God made the races. I presume it is."

And yet, despite the risks involved in letting loose differing ideas of natural law to contend with each other, I believe that there is a great hope for the law, particularly for the law of a republic, at the bottom of this Pandora's Box. That hope is embodies in a view of law that transcends the old idea which says that law is nothing but the command of the sovereign. In a republic, or with men who like Mark Twain's Connecticut Yankee have the idea of a republic in their heads, every command of the law should be seen as a question.

A Socratic philospher of the law, Scott Buchanan, has stated this thesis to show how "law teaches those who make and obey it" -- and I would add, disobey it. "Laws" he says, "are questions asked by God, history, nature, or society to be answered by men individually and collectively. This formulation penetrates the heart of human freedom. It says that no law, not even divine law cancels out human freedom; the answer can be Yes of No or something else. It also tacitly warns of consequences of the answer. But primarily it forces the human being to think about ends, or purposes."

In this view, there is implicit in each law the alternative of obedience, or of civil disobedience with full acceptance of the consequences. Once we no longer see law as a mechanical thing, once we free ourselves from the idea that as good citizens we have no choice but to obey any law passed by the Legislature, no matter how bad, then of each law we must ask ourselves, Is this a law that I should obey? Is it a just law? Is it so unjust that it needs to be resisted from the very inception, and cannot wait the slow process of parlimantary reform?

So you see we are back with Thoreau, but with a difference. He thought in terms of disobedience serving as a counter friction to stop the whole machine of the law. I am presenting civil disobedience as a natural and necessary part of the great Due Process of our Law, that process of presuasion through which we govern ourselves. Civil disobedience, as I see it, is a kind of persuasion, the per-- suasion of last resort, within the boundaries of the law, sometimes the only kind available.

Of course any kind of disobedience of law may have the effect of persuasion, just as force can at times be a powerful persuader. The disobedience of the prohibi-- tion laws was violent, secret, rather cynical and largely uncivil, yet it finally led to the repeal of the 18th Amendment. But this kind of disobedience was truly beyond the legal pale. By teaching disrespect for this one law, it was indeed subversive of the law. To have been civil disobedience, the resistance to prohi- bition would have had to be open, in the sight and knowledge of the authorities, and those thus disobeying the law should have not only been prepared to accept the consequences, but should have deliberately invited them. If those who considered the 18th Amendment a violation of their natural right to drink have courted the jails in protest, if they had, as Gandhi urged his countrymen, entered the pri- sons "as a bridegroom enters the bride's chamber," I think the 21st Amendment would probably have come sooner. Certainly it would have come better. I do not think we would have had the organized crime that came in the wake of the less respectful forms of persuasion that were used.

Civil disobedience is within the legal pale -- within the Canons of Ethics of our profession, I would say -- because it involves the highest possible respect for the law. If we secretly violate the law or try to evade it or violently seek to overthrow it, that would be disloyal to the idea of law itself. But when we openly disobey a law that we hold to be unjust and ask for the penalty, we are saying that we so respect the law that we belong in jail until it is changed. Thus Socrates refused to listen to his friends' plan for his escape from the verdict of Athens but chose instead to peacefully drink the hemlock, giving the respect he considered due to the state and to the laws in which he had lived and has his being.

Is this anarchy? I hope not, for I agree with Justice Brandeis that our govern- ment is "the potent, the omnipresent teacher" that "teaches the whole people." And I do not agree with Thoreau that "The law will never make men free." It is through law that we, like Socrates, find our freedom. But the law will play its full role as teacher only when we look upon it as a question. For it is the voice of our body politic with which we must remain in dialogue.

If the proposition to which we are dedicated is self-government, then we must respond to the law, resist it, change it, and fulfill it, even as it challenges, changes, and educates us. Civil disobedience is one way in which we can exer- cise the choice that law gives us. It is the choice that makes us free.

Now I have not even come to Gandhi, and all I will say here about him is that he, too, was a lawyer, -- trained in London's Inner Temple -- and I thikn he always saw civil disobedience as a constitutional form of persuasion, as a way to reach and move the minds and hearts of people and thus to mould the law.

Nor have I tried to consider the many uses and abuses of this theory. I recall a Kentucky mayor who called on his people to adopt Gandhi's method of fighting injustice, as the only remaining form of resistance to court-imposed integration. The mayor added that of course the white people wouldn't want Gandhi to come to their town, however useful his idea of civil disobedience might be for their purposes.

This doesn't disturb me. For the beauty of civil disobedience is that, in part at least, it answers a problem of law that has bothered people from St. Thomas to the present. Aquinas held that laws contrary to human good were not binding in conscience except on order to avoid "scandal or disturbance." Since violent disobedience, in the violent centuries that followed, did indeed often cause scandal and disturbance contrary to the common good, St. Thomas's exception has generally proved to be the rule, at least the rule for lawyers. But civil disobedience by its nature avoids the kind of scandal or disturbance that St. Thomas rightly feared.

In fact, what is wrong with the theory of civil disobedience in this country is not that our jails would fill. For jail-going is not the natural disposition of most men. A little jail-going against some of our laws might be good yeast to leaven the lump of our modern Leviathan. Civil disobedience could be an antidote to the centralization and standardization of our life, to the sense of fatality of the multitude as well as to thetyranny of the majority. We certainly need some kind of Socratic gadfly to stir society from its dogmatic slumbers.

No, the problem, I fear, is rather that by nature we seem more inclined to disobey not unjust laws but just ones. We all engage in civil disobedience in the form of jaywalking or speeding, to name only two popular varieties. But we hesitate to resist an unjust law. We do not take personal responsibility for injustice. Instead of taking Socrates straight, we seem to prefer the comic version. I am referring to Aritophanes' potrayal in "The Clouds," where the student of Socrates gays: "But I wish to succeed, just enough for my need, and to slip through the clutches of the law." But there again, we are free to choose which Socrates -- which inner light or higher law -- to follow, and it is the choice that makes us free..

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EXECUTIVE ACTION TO PROTECT THE EXERCISE OF FEDERAL RIGHTS

A. Legal Authority

Article 2 Section 2 of the Constitution directs the President to "take care that the laws be faithfully executed." The power available to execute the laws is not absolute, but limited; its use is regulated by Congressional legislation and by judicial decisions. For example, the Supreme Court has limited presidential power to the duty to enforce rights, duties, and obligations stemming from the Constitution. An exercise of power outside of that scope is unlawful.

Congress passes the laws; the President is bound to execute them. In its legislation, then, the extent of presidential power is outlined. In 1792, Congress passed one of a series of laws (in 10 U.S.C. 332) giving the President power to call up state militias when federal courts and marshals could not control a situation in order to enforce the law. Congress later amended the bill, permitting the use of federal troops in the States, and granting to the President sole authority to determine when the use of troops was necessary.

After the Civil War, Congress gave new authorization for the use of federal troops to suppress any rebellion, violence, or conspiracy which prevented the operation of state law and denied persons of federal or constitutional rights. Passed when the Ku Klux Klan first appeared, the power was designed to protect people from other individuals when local offices of state governments would not. It enforced the constitutions' demand that all citizens have "equal protection" of the laws.

This Act has been used several times, first to stifle the activities of the Ku Klux Klan in the early days after the Civil War, then to suppress the pullman strike of 1894 then in racial disturbances in the South by Presidents Eisenhower, Kennedy, and Johnson.

B. The Means Available to the President to Enforce the Law

10 U.S. Code 333, the last statute discussed, authorizes use of "any other means to execute the laws." In addition to state militias and the armed forces, federal marshals appointed by the President and directed by the Attorney General, aid in the execution of federal law. These men have the same powers as the state sheriff, and can use force if necessary. They have specific authorization to arrest men fleeing across state lines in any part of the country.

Marshals have seen service in many parts of the south in civil rights matters. During the Freedom Rides, they were in Montgomery to enforce court orders against state officials; in Oxford, Mississippi, they protected James Meredith from the violence of his enrollment in the University of Mississippi; more recently they furnished protection to those who marched from Selma to Montgomery.

There are 90 marshals, one for each judicial district, 89 chief deputies and 644 deputies, who must have had previous experience as a law enforcement official. All these men receive training from the government for their jobs.

C. Other Federal Officers

The Federal Bureau of Investigation (F.B.I) investigates federal crimes and arrests those persons suspected of committing them. An arrest can be made if "probable cause" exists. Probable cause to arrest is a reasonable belief of facts leading the arresting officer to believe that the suspect has committed the crime. It is a highly technical legal term. It is enough to say than an arrest can be made if probable cause, that is, facts causing a belief that the suspect committed the crime, exists. Usually, a warrant to arrest is necessary; on occasions in some circumstances an arrest warrant is not necessary.

The powers of investigation of the F.B.I. sometimes encourage, by the Federal "presence", local officials to do their own duty. Certainly in civil rights matters the federal presence has helped, in some instances, in that way. The 6,500 F.B.I. agents in the United States could better be used in that way.

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About 10,000 other Federal officers serve as members of the Treasury Department, customs department, and tax agencies, border patrols and post office investigators. All of these individuals may be ordered into areas of possible violence.

The government uses its agents sparingly. The Department of Justice, under whose control all these agents fall, uses federal police force only when federal authority is directly challenged, and then only supported by court order. Frequently, however, the federal government prefers to encourage local police to act; in those situations; it will less quickly use its federal agents.

Federal force has been employed primarily in two kinds of situations; first, where specific individual rights are violated by mob action and where local authorities refuse to act. Examples of this situation occurred in Bogalusa, Greenwood, and others. Secondly, in situations where general violence impedes Negroes from exercising their rights, the government might act.

Two considerations also bear on the problem of the use of Federal forces. First, if local officials would neglect their functions, then the government might hesitate before using its agents. In most cases, arrival of the federal agents seems to have spurred local law enforcement to better achievement. Secondly, the government wants to avoid direct confrontations between local and federal agents.

RECOMMENDATIONS.

1. Criminal Remedies

As state and local officials often fail to prevent or punish crimes of racial violence, the United States Commission on Civil Rights recommends a law making it a crime to deprive persons of their federal rights, based on Congress' power to regulate commerce between the states, crimes of racial violence should be punished under this legislation where local officials refuse to act, in violation of the equal protection clause of the Fourteenth Amendment of the Constitution.

II. Civil Remedies

Congress should amend the Civil Rights Act of 1964 to permit the Attorney General to initiate suits and intervens in cases where people seek to enforce first amendment rights

Cont'd..

to freedom of speech. The first amendment guarantees people's rights to speak on political or social matters, without these being made a crime. In civil rights matters, local officials deny people the right to speak by breaking up meetings, preventing marches, and other methods. New legislation might be used to prevent these local people from doing these acts.

Congress should further permit individuals to get federal court orders to prevent state prosecutions of individuals who seek to exercise those first amendment free speech rights. This act would give individuals greater control in the enforcement of their own rights.

Further, congress might consider allowing private groups to sue state officials guilty of misconduct.

Congress should extend equal employment provisions of the Civil Rights Act of 1964, which prohibits discrimination in employment in business in interstate commerce.

Finally, a law requiring equal employment in local law enforcement agencies might cause greater equality in law enforcement.

III. Executive Action

The Commissions suggests that Federal action not be limited to cases where federal agents have obtained a court order. More Federal agents should be located in areas where a greater possibility of violence exists. They should be willing to make a greater number of arrests without warrants. In order to give more help to local federal agencies, the number of federal agents should be increased.

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LEGAL VIEW OF CIVIL RIGHTS AND LIBERTIES

The Bill of Rights (Appendix B)

The Bill of Rights was originally enacted as a limitation on the powers of the national government, that is, to make clear what liberties of individuals could not be interfered with. Since the passage of the Fourteenth Amendment, many of the guarantees of civil rights and liberties contained in the Bill of Rights are said to be protected from infringement or interference by the governments of the states also.

First Amendment

Freedom of religious worship is guaranteed against national legislative impairment by the First Amendment and against state impairment by the Fourteenth (as it is now interpreted.) Individuals are free to cherish such religious convictions as they please, to declare them publicly, to seek converts, and to engage in whatever forms of worship they prefer. However, they do not confer exception from criminal laws prohibiting, for example, the practice of polygamy or human sacrifice, under the claim of religious worship.

By limiting the right of any state to support religion, the Amendment ensures separation of church and state through the "establishment clause". It forbids the use of public schools for religious purposes. Outright government aid to parochial schools is prohibited; but some of the problems surrounding more indirect forms (such as tuition grants to pupils, bussing of children, aid for secular purposes) have not yet been completely solved. This has significance to civil rights because should states be allowed to give tuition grants to children so that they can attend any school, the money may be used for a private segregated school.

The provisions guaranteeing the rights of freedom of speech, press and free assembly and petition are important to the civil rights movement. Freedom of speech includes

(Cont'd...)

First Amendment (Cont'd)

the right to say unpopular, unorthodox and unconventional things. This right is guaranteed against impairment by both the national government and the states. While it is a broad right it is confined by prevailing standards of decency and respect for reputation as well as imprecise requirements of public peace and safety (i.e., obscenity, slander and incitement to riot or violent overthrow of the government are not protected.) Courts have been strict about allowing regulation of public speaking and demonstrations. In general, restrictions have been allowed where there is a major public need or purpose to be served such as noise control, or keeping streets free of obstruction. The Supreme Court has insisted that the standards be fair and reasonable and that the regulation not be used to discriminate against any group.

Second Amendment

The provision about bearing arms refers to those of the soldier; in fact it is a duty of the citizen to bear arms in the service of the country if called upon to do so. The "bearing of arms for private use may be and is regulated by both the national government and the states, for example, laws forbiding the carrying of concealed weapons, or the sale, possession or use of certain weapons not used for military purposes, but generally used by criminals.

Third Amendment

In time of peace, a private citizen does not have to quarter any soldiers in his home unless he wishes to do so. In time of war, the manner in which such quartering takes place must be authorized by Congress.

Fourth Amendment

This Amendment gives the citizen a right of privacy which is protected from invasion by public officials of the national government and the states, since the provisions of this Amendment apply to the states through the "due process" clause of the Fourteenth Amendment requiring each state to give due process of law to people in the state.

The citizen is protected from "unreasonable" searches and seizures. A reasonable search is one made with the

(Cont'd...)

Fourth Amendment (Cont'd)

permission of the person searched, or under the authority of a search warrant, or a part of a lawful arrest. A lawful arrest is not an arrest on suspicion, but one in which the arresting officer has reasonable grounds to believe a crime has been or is being committed. Warrants for arrest or search can only be issued on the basis of such reasonable grounds, suspicion is not sufficient. The warrant must also be specific about the place and objects of the search -- general searches are forbidden.

Search and seizure applies to more than tangible objects, for example, pumping a man's stomach to obtain evidence of narcotics is a search and seizure. Evidence obtained by "unreasonable" searches and seizures is not admitted in criminal procesutions in either Federal or state courts.

Fifth Amendment

A Grand Jury indictment means that there is sufficient evidence for the state to prosecute the accused for the crime. The practice arose to protect people from frivolous detention by public officials. This provision operates as a limitation on the federal government only. Some states use the Grand Jury and others use indictment by the "information" of the district attorney. The latter practice is considered to be as fair a guarantee of "due process" as the Grand Jury.

No one can be tried twice for the same offense. This is what is meant by "double jeopardy" should the state attempt to try someone more than once for the same offense. In a jury trial "jeopardy" attaches when the jury has been impaneled and sworn in; in non-jury trials it attaches after the first witness is sworn in. The reasons for this guarantee are (1) to avoid the harrassment and expense of repeated prosecutions; (2) to avoid increasing the possibility that an innocent man may be convicted; (3) to achieve certainty in relying on court decisions: (4) to gain finality and respect for the judicial process itself. This provision is a bar on the national government (however, double jeopardy is forbidden in most state constitutions), and probably applies, by the 14th Amendment to states. Not all consecutive trials equal double joopardy, therefore: a person can be tried in both a federal and a state court (in either order) where the act is a crime under the laws of both and a person can be tried at different times for multiple crimes committed

(Cont'd...)

Fifth Amendment (Cont'd)

on the same occasion.

The guarantee against self-incrimination means that an accused can not be compelled to testify on his own behalf. Comment by the court on the accused's failure to testify is considered a violation of the privilege against self incrimination since it tends to create the belief in the jury that the failure to testify implies guilt. This provision is a limitation on both the national government and the states.

Due process appears in the fifth and fourteenth amendments and is the broadest of all constitutional guarantees. The term has never been fully and conclusively defined. As applied to the national government, (Fifth Amendment) the "due process" clause supplements the more specific guarantees of the other amendments dealing with fair procedure. It imposes on national authorities the duty of providing persons with a fair trial before a proper agency whether a court or administrative agency. The idea of "substantive due process" has extended due process beyond the meaning of fair procedure to include the determination of whether a statute or regulation is itself fair on its terms.

Sixth Amendment

This guarantees a public trial before a jury in all criminal cases. The right may be waived. Where juries are used they must not exclude any class of persons, e.g. Negroes, workers. Widespread, adverse publicity from newspapers, radio or television before or during the trial is a violation of the right to trial by an "impartial" jury.

The right to counsel is guaranteed in both federal and state trials. The right to have a lawyer begins with the indictment, continues through the trial and the first appeal (by right). It exists in all felony cases and in misdemeanor cases which involve serious or heavy punishment. It probably includes also the right to be advised of the right to counsel. Where the accused is too ppor to provide his own lawyer, he must be furnished with an attorney by the state. A person has a right to know what crime he has been accused of. He must be allowed to see and question the witness against him. The state must provide him with a means of obtaining favorable witnesses.

Cont'd...

Eighth Amendment

Neither the states nor the national government may impose cruel or unusual punishments. Cruelty must be inherent in the method, not the result of an unforseeable accident, for example, the second attempt to electrocute a prisoner after a mechanical failure in the first attempt is not "cruelty". The state cannot make it a crime to be a narcotics addict, mentally ill or afflicted with a loathsome disease. Sickness cannot be punished with a prison sentence. This amendment is also important to civil rights in that should larger penalties be given to Negroes or civil rights workers it may be cruel and unusual punishment as well as a denial of equal protection of the law.

AMENDMENTS 13, 14 and 15 (Appendix C)

Thirteenth Amendment

This Amendment recognizes general immunity from personal servitude; it abolishes slavery. The prohibition is absolute neither the national government, nor the states, nor any individual can enslave another person. The second section gives Congress absolute power to enforce this.

Fourteenth Amendment

First it defines the basis of national and state citizenship. The prohibition in this amendment is directed at the states. This introduces the concept of "state action". Therefore, actions by individuals or private groups denying any person "equal protection", or life, liberty or property without due process which are approved by the state, or use state facilities, or have the aid of state officials violate this amendment. Therefore, the aid of state officials violate this amendment. Therefore, Negroes cannot be excluded from voting in a Democratic Party (private group) primary where the election machinery of the state is involved. Segregation of schools, parks, other public facilities, restaurants and hotels and on public transportation is prohibited as a violation of the equal protection clause. The "due process" clause has been used to extend many of the guarantees of the Bill of Rights to apply as limitations on the states.

The second section guarantees the right to vote in national and state elections and gives Congress a powerful means of enforcing this right by permitting the reduction of the state's alloted number of Representatives in Congress against states which discriminate against eligible voters.

Cont'd...

Draft
Prepared by Albert Richter

The Privilege against Self Incrimination and Waiver of Immunity

Article I, §6 of the N.Y. Constitution provides that a public officer who, upon being called before a grand jury to testify concerning the conduct of any public office held by him, either (a) asserts his privilege against self incrimination by refusing to answer a question, or (b) refuses to sign a waiver of immunity forfeits his present office and is disqualified for 5 years from holding any public office.

On January 16, 1967, the Supreme Court handed down two decisions, Garrity v. New Jersey and Spevack v. Klein. Since these two decisions the law may be stated to be as follows:

If the present constitutional provision remains, an official will be automatically removed from office if he refuses to answer a question or to waive immunity and there is a relation between job competence and a refusal to testify. (Compare Slochower v. Bd. of Ed. 350 U.S. 551 with Beilan v. Bd. of Ed. 357 U.S. 399).

However, the testimony cannot be used in a criminal prosecution of the official thus forced to testify.

It may also be that the official will be given complete immunity if he testifies (cludio Lib. p. 208, Penal Law §2447). This might be especially unfortunate if the State had sufficient evidence to prosecute but called the prospective defendant for cumulative evidence.

If the present Constitutional provision is removed, an official might still be removed from office after a hearing or disciplinary proceeding or impeachment if he refused to answer questions. However, testimony elicited at a hearing or grand jury investigation could be used in a criminal prosecution of the official and a signed waiver of immunity would be valid.

Draft
Prepared by Lawrence Goldman

GRAND JURY

1. Every felony trial must be preceded by an indictment. In other words, a grand jury must, in the first instance, determine whether the evidence presented to them by the prosecution would warrant a conviction.

The grand jury, moreover, may by statute investigate criminal and specific non-criminal activity. It may subpoena witnesses and compel them to testify, subject to self-incrimination safeguards.

It has been suggested that the requirement that a felony prosecution proceed by indictment be abolished. The argument of the proponents of abolition is that the grand jury merely is a "rubber stamp" for the prosecution and is basically unfair since the prosecution controls the presentation. Thus, the grand jury represents a needless expense and causes considerable delay.

Those favoring the retention of grand jury screening of felony charges claim that the present system protects the individual from unjust prosecution. Moreover, the grand jury serves a useful function as the conscience of the community in certain instances in deciding in the interests of justice not to indict although there has been a technical violation of law. I recommend that the grand jury not be abolished. It is a constant check on prosecutorial abuse. It is a convenient vehicle for tempering the often harsh dictates of the written law in cases where prosecutors might fear using their discretionary powers for political reasons.

Under present New York law a defendant cannot waive indictment. In many cases this results in delay and unnecessary expense since the defendant is merely awaiting an opportunity to plead guilty to the most advantageous lesser crime. I, therefore, suggest that the accused be permitted to waive prosecution by indictment.

It has been suggested that the Constitution incorporate the right to a preliminary hearing either as a substitute for or addition to the grand jury hearing. Such a mandate would benefit the accused in that it would give him a clear idea of the evidence that is likely to be used at trial.

However, to require a preliminary hearing would terminate the protection afforded to undercover agents, informers and those witnesses who

fear reprisals if they testify.

This discovery device should not be written into the Constitution. I recommend that the mandatory right to a preliminary hearing not be established.

2. The size of the grand jury is set by statute at twenty-three. A quorum is sixteen. There must be twelve votes to indict. I recommend that we take no position on this issue, if it be an issue.

3. The grand jury also performs an investigatory (rather than screening) function in conducting investigations into suspected criminal activity for which no arrests have been made. The jury may compel testimony, grant immunity, and use the contempt power. It has been suggested that this function could be conferred on the prosecutor or an appropriate judicial power. If such unbridled power is transferred to the prosecutor without the grand jury as a restraint, the risk of abuse is great. A judicial investigation of this type runs counter to our Anglo-American judicial tradition and also is subject to abuse. I, therefore, suggest that the grand jury retain its current investigatory function.

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SELECTED CRIMINAL AND CIVIL STATUTES (APPENDIX E)

Criminal Code

Section 241 - This is efficient in protecting certain rights like the right to vote: its application to unlawful official violence is limited. The Supreme Court has said that this section is not intended to protect Fourteenth Amendment rights (rights protected from state infrigement;) its main purpose is to reach private action. (The rights protected by this section are: right to pass freely from State to State; right to petition Congress for redress of grievances; right to be protected from violence while in the custody of a U.S. Marshal; right to inform U.S. authority of violations of its laws.)

Section 242- Three propositions are required to obtain a conviction under this section. First, the government must prove that the defendent acted under "color of," that is the acts were in some way connected with his official capacity. (A State official can violate Federal, State or Local Law and still be acting under color of law. A private citizen aiding an official in a act of police brutality is acting under color of law. Even an intentional failure to act, by a state official is under color of law, where there is an affirmative duty to act.) Second, the government must prove that the defendant deprived the victim of one of his "rights, priviledges or immunities" secured by the Constitution or laws of the U.S. (for example, summary punishment, coercion to force a confession, failure to give a fair trial are violations of due process; police brutality and private racial violence with official approval are denials of equal protection.) Third, the government must prove beyond a reasonable doubt that the defendant had specific intention of depriving the victim of a federal right. This is the most difficult aspect to prove. The accused must have certain knowledge and certain purpose. (Therefore, and unintentional or well motivated deprivation of victim's rights is not sufficient to convict, e.g., a policeman acting in anger or error of judgment. Normal police protection is not considered a federal right.

Civil Code

There is a relative scarcity and general lack of success of civil suits under the Federal Statutes. The civil remedies have greater potential as weapons against official brutality than the criminal statutes. Advantages of the civil remedy: Civil relief compensates the complainant; he receives money damages for expenses as well as for pain and suffering. Statute also authorized preventive relief in suits in equity for redress. It is less difficult to prove police brutality under the civil statute--don't require the specific intent needed under Section 242. Disadvantages: Private individuals must pay the cost of the suit (in a criminal action, the state

the cost.) It requires a defendant who is solvent enough to satisfy a money judgment for damages. The civil dockets are much more crowded than the criminal ones. One conspicuous success is Monroe V. Pate brought by a Negro against Chicago police.

November 6, 1965

TO: National CORE & SEDF

FROM: James T. McCain

RE: S. C. Registration Project

In order to get the maximum results from our resources in South Carolina, both economical and human, we have attempted to place each staff person working with voter registration in a definite area of concentration which he is responsible for. These areas of concentration will cut down on the amount of travel each staff person will have to make and the number of countieseach staff person will have to service. I will be the only person who will attempt to service more than four counties. In this way, it is hoped, that more time can be spent in each county where there is a great need for organization.

If we were able to get the registration books open in the evenings or some Saturdays, a substantial number of new Negro voters could be added to the voting list. The new voters who are not registered in South Carolina are the working people, plus those from small towns and the rural areas. The registration books are opened one day each month at the County Seat. Therefore the vast majority of the new potential voters must travel a distance of 10 to 20 miles each way to reach the County Seat where the registration books are open. This takes a great deal of transportation, which we don't have very often. Even when the additional days are given for registration, this helps some, but it does not and will not solve the problem for those who are working and cannot get to the registration office between 9:00 A.M. and 5:00 P.M. to register.

Our Associate National Director, George Wiley spoke in St. George, S.C., Sunday, October 31, 1965 and observed registration in St. George, S.C., Monday November 1, 1965. His speaking and presence in this county have given renewed interest and enthusiasm to our registration drive in this area among Negroes. We will be looking forward to the time when he will be able to be with us again.

Developments in South Carolina in the last few days have changed so abruptly, we will no longer follow the upper part of this form letter. The entire staff will concentrate in the two counties where there will be Federal Registrars. These Registrars will open offices in Clarendon and Dorchester Counties, beginning Monday November 8, 1965, from 8:30 A.M. to4:30 P. M., from Monday through Saturday of each week. When we found out the Federal Registrars would be in South Carolina without a doubt, we began working with the leaders and people of these two counties. I estimate that between 9 and 10 thousand Negroes are still unregistered in these two counties. We will stick with these two counties exclusively until the job is completed. If possible I will attempt to send out a report at the end of each week on the number of persons we get registered.

November 6, 1965

S.C. REGISTRATION REPORT FOR NOVEMBER, 1965

Aiken	43
Allendale	107
Bamburg	68
Barnwell	174
Calhoun	40
Fairfield	74
Lexington	18
Orangeburg	198
Sumter	498
Charleston	210
Clarendon	330
Richland	90
Colleton	76
Chester	75
Darlington	204
Dillon	8
Dorchester	224
Florence	61
Georgetown	City Election
Horry	30
Jasper	80
Kershaw	65
Lee	266
Marlboro	32
Marion	59
Newberry	42
Williamsburg	194
Hampton	43
York	330

REPORT

WORKSHOP ON MUNICIPAL GOVERNMENT

for

Elected Black Officials of Fayette City and Jefferson County, Miss.

by Ronnie M. Moore

Scholarship, Education, & Defense Fund for Racial Equality

164 Madison Avenue

New York, New York 10016

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I N T R O D U C T I O N

On July 7, 1969, Mayor Charles Evers and 21 black city and county officials took up the reins of government in Fayette, Jefferson County, Mississippi. Their election, largely by voters only recently enfranchised, represented a great victory, an even greater challenge. None of the 22 had any previous experience in political posts. Yet the whole nation is scrutinizing their performance, measuring how effectively a black city and county administration manage affairs controlled in the past by reigning white-minority administrations.

None of the incoming administration expects the job to be easy. Jefferson County is rated the fourth poorest county in the United States. In Fayette, the town serving this virtually impacted farming county, yearly income averages about $480. Some 65 per cent of the city's 1,700 residents are on welfare. The unemployment rate is 35 per cent. Resources are meager: the annual city budget totals just over $600,000, the mayor's salary is $75 a month.

Mayor Elect Evers asked the Scholarship, Education and Defense Fund for Racial Equality, Inc. (SEDFRE) to make some early recommendations for down-to-earth preparation for all 22 black officials who would be taking office, including himself.

SEDFRE recommended, first, a city audit, and arranged for a team of outside financial experts to go over the city's books before the defeated administration left office. Wilbur Parker, budget director of the city of Newark, N.J. and an experienced municipal auditor, heads this fiscal task force, assisted by public accountant, Joseph Knox, of Jackson, Mississippi.

1. To study the budget and related fiscal matters pertaining to the city of Fayette and county of Jefferson.

2. To examine federal programs and private resources available to the city and local non-profit organizations.

3. To develop skills in problem-solving and city planning with immediate and long-range considerations.

4. To review the recommendations of the SEDFRE Blue Ribbon Committee.

5. To develop skills in conducting City Council meetings, emphasizing legal and parliamentary procedures.

6. To develop a communications network and inter-dependence among black elected officials in Jefferson County.

7. To develop skills in negotiations.

The following report reviews highlights of this first workshop and evaluates this effort in relationship to the kinds of training to be designed in the near future.

PARTICIPANTS

Mayor; Aldermen; City Election commissioners; County election commissioners; Constable; County Supervisor; Town Clerk

STAFF

The Rev. A.P. Clay, Supervisor of Child Welfare and Attendance, Jefferson Parish, Louisiana

Joseph Knox, Public Accountant, Jackson, Mississippi

Martha Wood, Lawyers Committee on Civil Rights under Law, Jackson, Mississippi

Edward Cole, SEDFRE Staff Associate

Ronnie M. Moore, Executive Director SEDFRE

John Zippert, Training Director, Southern Cooperative Development Program

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AGENDA

Friday, June 20:

8-11:30 PM.	General Session:	Learning the Art of Problem-Solving

Saturday, June 21:

8 AM.	Breakfast	
9-10:00 AM.	General Session:	Problem Solving (Cont'd.)
10:00-Noon	Workshops:	Learning Some Skills of Municipal Government .....City Finance .....Reviewing the Experts' Advice
Noon-1:00 PM.	Lunch	
1-3:00 PM.	Skill Workshops (Cont'd.)	..... How to Conduct a Meeting ..... Negotiations
3:30-5:30 PM.	General Session:	Mock City Council Meeting, led by Mayor Private executive session Mock City Council Meeting, led by Acting Mayor
5:30-6:15 PM.	Dinner	
6:15-7:00 PM.	Lecture:	Persuasion, Protest and Power
		Summary, conclusions and recommendations

I. Learning the Art of Problem Solving

Fayette is a city with many problems, most carrying a high priority. City and county officials concerned about city progress have a great deal of difficult zeroing in on one problem at a time for concentrated attention.

The opening session, through lecture, discussion and group tasks, introduced all participants to tested methods of identifying problems, developing priorities, devising a plan of action, scheduling tasks and maintaining accountability to the citizenry.

The training director posed six questions to the group, enabling instructors to frame general points in terms of specific Fayette problems. One person was in charge of listing, on a large sheet of paper, the Fayette problems cited.

1. What are the community problems?

   This question drew out the full scope of problems, large and small -- everything jumbled together from baseball equipment to the need for industry and vocational training.

2. Can you solve all the problems now?

   This question led to a discussion of the capacity of city officials to fill various needs, and assessment of the listed needs in terms of which could and which could not be tackled with realistic hope of practical progress.

3. What are the major problems?
4. What are the minor problems?

   These questions led participants directly into the business of setting priorities. Here is the breakdown of Fayette problems produced at this point:

Major Problems

....Greater education in school system
....Industries and industrial training
....Old folks homes
....Water, sewerage and fire department problems
....Better housing
....Better law enforcement, including need for city jail
....More lights, better garbage disposal, junk car and open ditches problems
....City finances, study the city of Fayette
....Straightening city lines

Minor Problems

Our teenagers, Community ACT, city park, playground, swimming pool, baseball park and equipment and tennis court

5. What is the most important problem to you?

People began to discern and explore the factor of each individual's personal investment, the "hidden agendas" influencing group choices.

6. What is the most important problem to the group that requires immediate attention?

Here discussion dealt with the process of decision-making, particularly with the need for a group to compromise on priorities. People began learning how to deal with diversified opinions and pressures for urgent action.

The group task during this session was..a) to select a leader, and..b) to apply problem-solving steps to the issues confronting the city of Fayette.

The first task precipitated a real problem for participants: a struggle for group leadership. For the first time, Fayette leaders recognized the competitive elements within their ranks, and their inability as a group to stay on the beam.

SEDFRE staff stepped in at this point with input on the necessity for shared leadership. Each group member acts as a leader in that he is involved in and influences decisions. The effective chairman is not a dictator, but one who can pressure the group to function at its fullest. Men began looking at themselves as public officials and realizing that this role was entirely different from the roles they had played in the past as officers of church or social groups.

Is the Majority Always Right?

At 11:30 PM., the session was scheduled to end. The group had to decide whether to break or continue since they were so far from completing the assigned task.

Let's put it to a vote, someone finally suggested. Staff used this situation to introduce a discussion of simple majority rule versus consensus decision-making. Stress was on the need of the majority to be sensitive to the needs of the minority -- a point which members of this nation's black minority are quick to appreciate.

The vote taken, only 2 wanted to quit. Trainers began talking about the need to hear the minority: they might be right.

Participants equated their present situation to a live problem in Fayette, where for years a white minority had ruled a black majority. Now blacks were to rule the white minority.

Trainers stressed that it was important for the group to consider to what extent they will be sensitive to the desires of the white minority -- inconsistent though such a posture might be to the rest of the country, where

whites do not listen to the black minority. In essence, this question was posed: Will the government of Fayette hold up a model of democracy where whites will be heard even though they do not hold the balance of voting power?

To this staff query, an articulate elderly alderman, Ferd Allen, replied: "We were elected to represent all the people, and that includes hearing them."

The group then listened to its two minority members, who explained their votes and and agreed to continue. At 1:30 AM., participants were still involved and eager to go on. Trainers at this point suggested it was important to get some rest and continue in the morning.

The Morning After:

Why did staff have to intervene the night before? Because the group was not prepared to share leadership. The one man willing to become the first group leader resigned under the pressure of varying viewpoints and competing priorities. Others, with leadership abilities and drives, proved unwilling to stick out their own necks -- yet.

Trainer Cole led a laboratory exercise to provoke discussion of the various motives for leadership. Half the participants were blindfolded; the other half led them about by their fingers. Then positions were switched -- the leaders donned blindfolds, the followers led them about. People were asked to say how they felt in the blindfold situation; how they felt leading another.

Some felt a heavy responsibility for leading people around. One did not like being led. Some preferred leading to following. Some felt no different about being in either position.

"I don't like being led blindly," one participant specified. "I wanted my eyes open so I could see."

There was a swift challenge to this observation. "Even when your eyes are open, you can still lead people blindly." A leader on his own cannot see the full scope of problems and difficulties; certainly no leader can see the outcome.

The exercise led to the following conclusions. People follow blindly. It is important for the leader to recognize that he is blind, so he can stimulate his followers to look also, see things he cannot see himself and thus help him to lead most effectively.

Summary of Problem-Solving Session

The group recognized that their own internal difficulties made it impossible to zero in on priority problems within the short period of a two-day workshop. They were made aware of the process of problem-solving, the necessity for communication and sharing leadership.

II. Learning Some Skills of Municipal Government

Specialized instruction was handled in workshops set up for two groups of participants. Group A (mayor, aldermen and town clerk) had one session on budgeting and financial resources; another on legal and parliamentary procedures for conducting city council meetings. Group B (county supervisor, city and county election commissioners) studied the Blue Ribbon Panel recommendations, with skill instruction on how to inform and involve the community, and on how to negotiate for action with the city officials.

Workshop #1 (Group A)

Analysis of the Fayette City Budget, with emphasis on sources of income, expenditures and financial priorities. Presentations on how to locate and secure additional public and private resources, with heavy emphasis on federal programs. Individual attention was given to reading and analyzing the budget.

Workshop #2 (Group A)

Lecture and role-play teaching the basics of legal and parliamentary procedures -- specifically for conducting meetings of the Fayette City Council. Participants enacted a written script specially prepared for this workshop.

Group A's task: To run a Mock City Council meeting at 3:30.

Workshop #3 (Group B)

Study of the recommendations of a Blue Ribbon Panel set up by SEDFRE to advise Fayette's incoming officials on immediate action and long-range problems. (See Appendix A for Blue Ribbon Panel Members, objectives, and summary of recommendations.) Workshop participants were taught how to inform and involve citizens in city affairs through meetings, press, leaflets, research and other techniques. Stress was on developing a network of people to interpret recommendations, and stimulate pressure for action.

Workshop #4 (Group B)

A session on negotiating skills centered specifically on how to bring the Panel and personal recommendations of group members to the Fayette City Council. The problem was to tailor the right approach to a city council responsive and sensitive to the people -- rather than one like the hostile bodies black citizens had dealt with in the past.

Group B's task: Set demands and select three negotiators to present them at the 3:30 Mock City Council meeting.

III. City Hall in Action - A Role Play

Participants were now prepared for a test on what they had learned so far: a mock special meeting of the Fayette City Council, called to hear petitions and problems from community residents.

Two groups of citizens arrived to be heard at this public meeting. The first group, all black, was called Citizens for Progress -- they were the Group B participants. A second group called Citizens for Change was brought in with no previous warning: these were four white workshop observers, playing the part of a group of white Fayette residents.

Mock City Council Meeting #1:

Mayor Charles Evers called the meeting to order, asking the Town Clerk to read off the agenda. The Town Clerk in turn asked each petitioning group to read off its grievances.

The black Citizens for Progress presented five requests for bread-and-butter items: paved roads, street lights, fire hydrants, better garbage collection, an end to police brutality.

The white Citizens for Change presented four demands: law and order, no tax increases for four years, strict enforcement of an early 1930's ordinance that stray dogs be shot; the necessary city steps to accomplish de-annexation of the white residential area from the City of Fayette.

The Mayor carried the workload at this meeting, dealing adequately with both groups of petitioners, leading discussion rather than presiding. He was clearly the most articulate, well informed and skilled person, because he had the singular advantage of higher education and national exposure and experience. The other aldermen -- laborers and small businessmen with little experience of the world outside their county -- refrained from participating actively even though they were persons of considerably higher stature in the community than the run-of-the-mill white alderman.

Specifically, Mayor Evers promised the black petitioners immediate attention to all the issues they raised, explaining his prospects for securing the needed funds from public and private sources. He outlined probable grants from the Federal government and appealed to the group to "be patient" -- as they had always been.

To the white petitioner, the Mayor promised law and order with no ifs, ands or buts, and said he would refer the dog issue to the Chief of Police and have the city attorney check the ordinance. He postponed the de-annexation and tax questions until Council members could consider this in private, executive session.

The aldermen supported all of these dispositions.

Mock Executive Session:

The aldermen and mayor met in executive session, with trainers attending and feeding in professional analysis of the processes in operation. The following issues were discussed:

1. How can the mayor develop the aldermen so they can become more involved? They are clearly more qualified to govern and lead than their white predecessors in aldermanic posts -- yet they still take a back seat and leave all public leadership to the mayor.

2. The possible use -- after July 7 -- of pre-meetings of mayor, aldermen and town clerk, before scheduled public City Council meetings. This would allow public officials to debate the issues likely to come before them, decide on approaches and strategies in anticipation of public council meetings.

3. Discussion of the specific issues raised at the first mock City Council meeting, and decisions on each, to report to second public meeting of the Council.

Mock City Council Meeting #2:

The Mayor was in Washington, supposedly, at the time of this meeting. The trainers deliberately took Mayor Evers "out of Fayette" to force the aldermen to become more active. Ferd Allen served as Acting Mayor, calling the meeting to order, having the town clerk read off the issues. Each issue was discussed by the aldermen and community residents before a decision was announced. Trainers called for stop-action at various points in the procedure, suggesting alternate ways of handling specific situations, giving feedback on procedures, strategies and skills.

The following problems were discussed in stop-action intervals:

1. Acting Mayor Allen exhibited an already familiar problem: discussing the issues rather than presiding.

2. The alderman selected to deal with the dog issue was supposed to make a two-part motion: to shoot the particular stray dog which had bitten the complaining citizen, and repeal the outmoded ordinance. When the point came up, the alderman moved, "Shoot the dog" -- only the first half of the recommendation. Stop-action reminded him of the rest of the motion.

3. On the tax-increase issue, the council had decided in executive session to agree not to raise taxes for one year, even though the petitioners had asked four years. The question was raised. No white residents were at the meeting to pressure for resolution of this issue. The alderman nonetheless made a motion to give Citizens for Change the promise of no rise in taxes for one year. Trainers pointed out that the Council could have waited on this motion, suggesting that perhaps the pressure had changed.

4. Black petitioners were showing impatience and wanted immediate action. It was explained that the mayor was in Washington, filing grant applications.

   "What are you doing while the mayor is trying to get the grant?" a petitioner asked.

   An alderman replied: "Waiting to see what they do in Washington."

   Trainers stopped the action to point out that officeholders must do more than "wait." At such points, public officials should be able to appeal to the impatient citizen for help in organizing local activities to pressure appropriate state or federal agencies.

IV. Recommendations

1. Need for a communications/planning network: Jefferson County Association of Public Officials. This would be an organization of all black officials in the county plus those white officials who are willing to cooperate.

2. Need for one-to-one training of officeholders, administrative staff.

3. SEDFRE to provide technical assistance to city officials on what programs are directly available to city and local non-profit organizations, like churches. Aid would be concentrated on...a) filing grant applications and...b) developing in the necessary detail program designs and budgets.

4. Initial City Council meeting should be recorded on videotape, with post-meeting sessions for in-depth analysis.

5. Need for training of Fayette citizen leaders, black and white, on collaborative action and planning.

V. Resource Materials

SEDFRE Publications:

Negotiation: A Tool For Change

Fund Raising: How To Raise Money for Community Action

Public Relations: How To Use It

A Handbook: Running a Meeting

Duplicate Copies:

The Fayette City Budget

Report of Blue Ribbon Panel advising the incoming city administration of Fayette, Mississippi

Role-play script, "Situation in City Hall"

Please order:

Catalog of Federal Assistance Programs
Office of Economic Opportunity
Washington, D.C.

APPENDIX

BLUE RIBBON PANEL

advising the

Incoming City Administration of

FAYETTE, MISSISSIPPI

MEMBERS:

G. James Fleming
Professor of Political Science
Morgan State College
Baltimore, Maryland

Norman Johnson
Sociologist, Carnegie Mellon University
Pittsburgh, Pennsylvania

Gerald A. Lamb
Treasurer, State of Connecticut
Hartford, Connecticut

Elridge W. McMillan
Program Evaluator and Developer
Southern Education Foundation
Atlanta, Georgia

PANEL COORDINATOR:

Ronnie M. Moore
Scholarship, Education and Defense Fund
for Racial Equality (SEDFRE)
New York, New York

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New York, New York

PANEL
OBJECTIVES

1. To analyze the range and scope of city problems with a view to preparing two distinct sets of recommendations: one for immediate action, one for long-range programs.

   To identify and review available private and public resources: city, state, regional and federal; industrial; national foundations and private organizations.

   (1) What can be done immediately, out of available city resources? The Panel will frame a set of recommendations for such steps. The main purpose of these will be to shake Fayette out of its present state of stagnation, give the city a new image and its citizens some sense of pride and momentum.

   (2) What long-term approaches can and should be made toward meeting the massive economic, educational and social problems stunting the growth of Fayette? The Panel will recommend a set of priorities and practical new approaches and will pinpoint likely sources for the substantial outside support essential to any long-term programs.

2. To examine known problem area in depth: economic development; education; housing; more responsive, effective and expanded anti-poverty programs.

3. To deal with the problem of racial polarization not just in terms of increased communication across racial lines, but from the standpoint of involving the total community in city programming and planning.

4. To determine what SEDFRE can do in the area of technical assistance to new officials, identifying particular areas for intensive skill training.

SUMMARY OF PANEL REPORTS

Professor Fleming concentrates on recommending a variety of projects that will satisfy people's natural desire to see things happen fast (while the Administration works concurrently on major programs which take months or years to plan, finance and build): a City Hall bulletin board and Mr. Fixit desk for citizen gripes, a tot playground, ball field, old folks' picnic, etc.

Mr. Johnson bears down on the immediate need for organized community action -- to develop an effective body of administrators and citizen leaders. His priorities are top-flight staff assistance for the mayor, and re-direction of the focus of the anti-poverty groups.

Mr. Lamb sees the greatest potential in expanding manufacturing in Jefferson County, recommending a canning operation located in Fayette's new industrial park and outlining other promising possibilities. He suggests various immediate steps -- to make the city more attractive to industry and to stimulate new vitality and confidence in the citizenry, Black and White. To enable Mayor Evers to travel extensively in search of industry for the city, Mr. Lamb feels it essential to appoint an administrative assistant capable of handling everyday city business. He suggests that funds to underwrite his salary could possibly be obtained through a foundation or some other non-profit organization

Mr. McMillan sees the key in resolving the issue of Fayette's location in a terminated school district without federal school funds. He lists three administrative or judicial options open to end this impasse immediate -- but finds it unlikely that any of these will be pressed in the near future. He recommends organizing the community around issues which can be used as the basis for persuading the school board to secure federal monies.

(Full text of four reports followed in material distributed to Workshop participants.)

C. Rachlin

S E D F R E RMM - February 15, 1968

SEDFRE URBAN PROGRAMS PROJECT

The Problem

Negro elected officials and community leaders need training on urban programs. The purpose of the project is to substantially increase the knowledge and develop the skills of Black activists in areas of housing, planning, and renewal, so that they can secure better programs for their constituents. Participants will be community leaders who have been actively engaged in housing programs and who seriously desire the training.

It is suggested that the project be carried out over a period of two years -- that it culminate in a report, recommendations, and that it be evaluated for its impact.

Proposed Content

Examples of the type of substantive topics and how they might be treated are given below:

1. Housing: What are the existing housing programs and how can they best be utilized to produce additional standard housing? What is the gap between the full potential of all present local housing programs and the need and what should be done to fill the gap? Exactly how does each program -- 221 (d) 3, turnkey, code enforcement -- work, what are the problems attached, what can we expect when we use them?

2. Planning: What are the elements of comprehensive plan which can contribute to improving life for the black citizens? In what ways does current comprehensive planning promote segregation and inequality? What are the elements necessary for good comprehensive planning?

3. Urban Renewal: What is the purpose of renewal? Can it be used to produce improvements for the low income, black community? How does renewal work? What kinds of demands need be built into a renewal program in order to make it work for the improvement of life in the Ghetto?

4. Budget: How is the budget made up? Who gets what? Is there a capital program? Is it tied into the master plan? Where do funds come from? Can more funds be obtained?

In addition, there should be some content devoted to organizational skills, such as:

1. Leadership Techniques: How to run and build local organizations? How to minimize conflict and maximize agreement? How to recognize and influence those in positions of power? How to negotiate? How to use the press and other public relations media? How to be heard on advisory boards?

2. Development of Sensitivity: Focuses attention on individual, small groups and large organizations' problems in community decision making and action. The aim is to promote more effective analysis and action in organizations. The basic subject matter is the immediate behavior of the participants.

3. Community Organization: How to analyze felt needs? How to build community groups? How to develop social relations? How to form local coalitions?

4. Legal Assistance: To local organizations represented by participants in the series. SEDFRE attorneys should explore the legal aspects of local housing endeavors using legal remedies, to make public records available, to demand compliance with laws requiring citizen participation and equal representation, and to bring about code enforcement.

Method

In each Group SEDFRE will run a series of four, three-day regional workshops, totaling three series or twelve regional workshops for the program; approximately six weeks apart. One day seminars will be held in the various cities represented in the series. No more than eighty participants will be accepted for the regional workshops. However, the city seminars will be open to all interested and active parties, not to exceed a total of 150 participants in each seminar. There should be three seminars in each city. In short, 54 seminars for 18 cities. SEDFRE seeks to train 240 participants through regional workshops and approximately 2,700 through city seminars.

Regions

Regions will be formed of large, medium and small cities in the industrial Mid-West, with substantial Negro populations. Participation will be arranged on the basis of city size. For example:

Group I	Detroit, Chicago, St. Louis, Milwaukee
Group II	Akron, Toledo, Dayton, Columbus, Indianapolis, Cincinnati
Group III	Flint, Gary, Grand Rapids, Youngstown, Fort Wayne, Evansville, South Bend, East St. Louis

Results

The culmination of the program should be a four day national meeting concentrating on recommendations for new legislation and administrative changes in order to affect the agenda of the 92nd Congress. One hundred (100) participants to be chosen from regional attendants.

A document ought to be prepared by the staff in advance of the national meeting which sums up the results of the program and makes tentative proposals for consideration at the national conference.

Evaluation

The program ought to be evaluated independently, to determine strengths and weaknesses. Hopefully, SEDFRE's program will serve as a pilot to be duplicated throughout the country.

Training Design

The first three months of the project should be spent on preliminary planning and making contact with localities.

SEDFRE field workers should contact the communities to identify the leadership, but might also poll the communities about the most useful curriculum and type of follow up. The proposal for funding might be flexible and allow for alternatives.

It should take approximately six months to conduct each regional series and follow up city seminars. Therefore, eighteen months should be the approximate time to work the three regions.

The final three months should be spent on planning the national housing conference.

Staff and Supervision

The project calls for an experienced person to devote full time to the technical aspects of the urban programs, and a full time staff associate to work in conjunction with the participating local groups. Clerical, research and materials development personnel will also be needed. The services of paid and volunteer consultants from both private and public agencies will be essential.

BUDGET - FIRST YEAR

Staff Associate (Technical Assistance)	$11,500.00
Secretary	6,500.00
Staff Associate (Field)	10,000.00
Planning and Field Study, first three months (travel, lodging, meals)	3,500.00
Consultants (city planners and housing experts)	1,500.00
First Group Series	
Four - 3-day Workshops	10,000.00
Twelve city Seminars	12,000.00
Second Group Series	
*Two - 3-day Workshops	5,000.00
**Nine city Seminars	9,000.00
Research and Materials Development	
Staff and Consultants	2,000.00
Printing and Brochure Purchases (3,000 handbooks, newsletters, announcements of housing projects, case studies)	8,250.00
Audio visual rentals and purchases	1,500.00
	$80,750.00
Administrative charge - 10%	8,075.00
	$88,825.00

* Each 3-day Workshop costs $2,500.00

**Each city Seminar costs $1,000.00

BUDGET - SECOND YEAR

Staff Associate (Technical Assistance)	$ 12,000.00
Secretary	6,350.00
Staff Associate (Field)	10,500.00
Second Group Series (continued)	
*Two 3-day Workshops	5,000.00
**Nine city Seminars	9,000.00
Third Group Series	
*Four 3-day Workshops	10,000.00
**Twenty-four city Seminars	24,000.00
Research and Materials Development	
Staff and Consultants	500.00
Printing	1,500.00
Brochure purchases	1,000.00
Audio visual rentals and purchases	500.00
Final Period (three months)	
Planning and setting up national conference:	
Additional administrative and clerical assistance	3,000.00
Travel - 100 persons averaging @ $150 each	15,000.00
Food and lodging - 100 persons @ $125 each	12,500.00
Information Kits - 100 units @ $5 each	500.00
Consultants and Resource Personnel (travel, food and lodging, fees)	4,500.00
	115,850.00
Administrative charge - 10%	11,585.00
Total	$127,435.00

*Each 3-day Workshop costs $2,500
**Each city Seminar costs $1,000

Miss 546 SEDERE

Box 21
Folder 2

State Historical Society of Wisconsin

Please Retain Original Order

December 29, 1965

Mr. Henry Morganthau, III
97 Lakeview Avenue
Cambridge 38, Massachusetts

Dear Mr. Morganthau:

In our last Board of Directors Meeting, Marvin and I talked to you about the leadership program. Our discussion was centered around audio aids.

Enclosed please find a copy of our agenda for the January 8 and 9 leadership training session to be held in Waveland, Mississippi. The agenda may give you some additional ideas of the films we would like to use in our training program. The enclosure is also indicative of how we intend to cover the subject outline and our leadership development prospectus.

I sincerely hope that you will be able to help us obtain whatever audio visual aid that might be available.

I shall be looking forward to hearing from you soon.

Sincerely,

Ronnie M. Moore
Leadership Development Director

RMM:rh
enc.

FICE

ANDREW NORMAN

Palisades, Jan. 19, '66

Dear Ronnie,

I enclose program for this weekend's Ala. rural anti-pov. conf., which Fay Bennett of the National Sharecroppers Fund sent me. (Norman Fund sent them a little money for participants' travel.) I send it to you in case it suggests any names or ideas; heave it out if you want.

As you may know, Miss Bennett (Mrs. Rowland Watts is her other name) and the NSF have been helpful and cooperative. They helped us set up the James Mays program in Miss., helped us find and select Mays, did all his training by putting him on a sort of staff-trainee status for several weeks, and then gave him a lot of help and field supervision for some months, finally taking over his salary, etc., a year ago. Rowland Watts is on our board.

I told Fay about what you're doing, and she said she was very interested and would like to get together with you. Her office is at 112 East 19th Street. She specializes, of course, in rural & farm matters, but including quasi-political organization, cooperatives, and rassling with federal agencies.

Carry on.

Andy

January 26, 1966

Mr. Andy Norman
Palisades, New York

Dear Andy:

Many thanks for your note of January 19, 1966.

Within the next week, I shall attempt to meet with Fay Bennett. I hope that in the near future you and I will be able to discuss the failures and successes of the leadership training program.

I realize that at the last board meeting we were indirectly given the challenge of programatic expansion, etc.

Hope to see you soon. Many thanks.

Sincerely,

Ronnie M. Moore
Leadership Development Director

RMM:rh

File

February 25, 1966

Dear Andy:

I'd like you to meet Nils Douglas at Trini Barnes' home (419 East 50 Street, New York City) at 4:30 p.m. on Monday, February 28.

Nils is running in a special election for the State Legislature in Louisiana. He has a good chance of being elected, and, if so, would be the first Negro in the Legislature since Reconstruction. He is quite a guy.

Cordially,

Marvin

Mr. Andrew E. Norman
Palisades
New York

Received $125.00 in cash
Nils unsecured
Plus pledges - 75.00 / 200.00 Dec
Trini

XERO COPY XERO COPY XERO COPY XERO COPY

April 20, 1966

Mr. Andrew Norman
Palisades, New York

Dear Andy:

Enclosed please find a copy of our leadership development schedule of workshops.

On April 16 - 17 we concluded the series in Louisiana and Mississippi. We shall soon end the series in Maryland.

We are about to begin the program in South Carolina. It is time that we evaluated the program from both negative and affirmative standpoints.

Each day we are faced with additional demands. Community leaders are requesting workshops on political campaigning, farming, urban problems, etc. There is a need for us to extend the program.

Recently, it was requested that we publish an information manual handbook on civil rights activities, federal programs, techniques and methods of community organization, etc. We are faced with these problems, and we must find the right ways of meeting them.

I would like to get together wity you and others on the Leadership Training Advisory Committee on May 10, 1966 at: SEDF, 150 Nassau Street, New York, N.Y., Room 1707 at 6:00pm. I would like to know as soon as possible if you can make this date.

I shall be looking forward to hearing from you soon.

Sincerely yours,

Ronnie M. Moore
Leadership Development Director

RMM:rh
enc.

June 15, 1966

Mr. Henry Morgenthau, III
97 Lakeview Avenue
Cambridge 38, Massachusetts

Dear Henry:

Let me discuss the following things in a capsule:

1- Would you kindly secure for me the NET film featuring Sol Alinski's method of community organization.

2- Would you please try and make one of the following meetings: June 18 - 19 workshop in Norma, New Jersey at the Canonbury Country Center, telephone #609-691-7255- July 24-25-26 at the Penn Community Center, St. Helena Island, Frogmore, South Carolina, telephone #803-524-4337.

The workshop in Norma, New Jersey, we will discuss Roman numeral IV of the enclosed prospectus. The topic to be discussed at the workshop in South Carolina, will be on Roman numeral III.

Please read our Leadership Training Prospectus and see if there are any available audio-visual aids on the subjects outlined.

Take care. Many thanks.

Sincerely,

Ronnie M. Moore
Leadership Development Director

RMM:rh
enc.

Bd Members

June 16, 1966

Miss Christina McDougall
Program Organizer, Public Affairs
Canadian Broadcasting Corporation
Box 500 Terminal "A"
Toronto 5, Ontario
Canada

COPY

Dear Miss McDougall:

For your letter of April 20 could you please send us a kine print of the Saul Alinsky program in "The Sixties" series. It should be shipped via Northeast Air Freight or any reputable airline airfreight to, WGBH Educational Foundation, c/o Pistorino and Company, Logan Airport, Boston, Massachusetts, and marked "Educational Materials." Please provide WGBH TV Traffic with advance notice of arrival information and listing of contents.

At this point we are interested in using the film for screening purposes only. However, there is a possibility that the Scholarship Education and Defense Fund, an educational institution which runs workshops on community leadership and organization, might want to use this film in their training program in which case they would buy or rent a print. If this is possible could you let me know the details involved.

Sincerely,

Henry Morgenthau III

IM:PT

MARSHALL, BRATTER, GREENE, ALLISON & TUCKER

MEMORANDUM

Board Meeting

DATE June 20, 1966

TO: Ezra Levin

FROM: Joel J. Karp

SUBJECT: Citizenship Education Workshop Project of the Scholarship, Education and Defense Fund for Racial Equality, Inc.

You have asked to be advised whether the status of the Scholarship, Education and Defense Fund for Racial Equality, Inc. ("SEDF") as an exempt organization under Section 501(c)(3) of the Internal Revenue Code as amended would be affected by reason of its undertaking the Citizenship Education Workshop Project, described below.

Based on the facts submitted and the regulations and on my conversation with Mr. Chapper of the National Office in Washington, it would appear that undertaking the project will not endanger the exempt status of SEDF as long as the following is the case:

1. The lectures and programs will throughout be conducted on a general and dispassionate plane without advocacy of or advice with respect to the conduct of specific campaigns in specific areas or the election of specific persons to specific offices.

2. The speakers will not be candidates for public office.

3. The participating group will not be composed of a disproportionately large number of candidates for public office or campaign managers.

Facts. The Citizenship Education Workshop will be a week-long program to educate registered Southern Negro voters with regard to the functioning of domestic political organization at the local, state and national levels. Presumably this program will be directed toward encouraging these voters to participate in the political process as candidates for public office, campaign managers and/or campaign workers. As part of the program, participants will hear lectures regarding the mobilization of political power in the United States, with specific regard to the workings of a political campaign on the grassroots level.

XEROX COPY XEROX COPY XEROX COPY XEROX COPY

The participants will be chosen primarily from the states of Louisiana, Mississippi, Alabama, Georgia, Florida, North Carolina and South Carolina. If space permits, participants from the states of Maryland, Virginia, Arkansas and Texas will be invited. Participants will be selected on the basis of involvement in political affairs, leadership potential, and community work experience. Local community groups and civil rights organizations will be consulted regarding the recruitment of participants, curriculum, and selection of speakers.

It is currently anticipated that the program will take place during the week of July 17, 1966. At that time the primaries in almost all of the states involved will be over.

We are advised by Mr. Marvin Rich that no more than four percent of the net revenues of SEDF will be devoted to defraying the expenditures relating to this project. In addition, one out of the eleven staff workers of SEDF will devote six weeks of his time to the project, and during that time will have the benefit of the general clerical facilities of SEDF.

Discussion. SEDF was formed for religious, charitable, scientific or educational purposes, and therefore an organization exempt from Federal income taxation under Section 501(c)(3) of the Internal Revenue Code. Section 1.501(c)(3)-1(d)(2) of the Regulations thereunder provides that the term "charity" includes:

> ". . ., promotion of social welfare by organizations designed to . . . (i) to lessen neighborhood tensions; (ii) to eliminate prejudice and discrimination; (iii) to defend human and civil rights secured by law; or (iv) to combat community deterioration and juvenile delinquency."

The regulation further provides:

> "The fact that an organization, in carrying out its primary purpose, advocates social or civic changes or presents opinion on controversial issues with the intention of moulding public opinion or creating public sentiment to an acceptance of its views does not preclude such organization from qualifying under Section 501(c)(3) so long as it is not an 'action' organization of any one of the types described in paragraph (c)(3) of this Section."

XERO COPY XERO COPY XERO COPY XERO COPY

The "action" organizations described in Section 1.501(c)(3) of the Income Tax Regulations relate to organizations a substantial part of the activities of which are devoted to attempting to influence legislation by propaganda or otherwise or which participate or intervene directly or indirectly in any political campaign on behalf of or in opposition to any candidate for public office.

Therefore, in order that the undertaking of the Citizenship Education Workshop Project not reflect adversely on the exempt status of SEDF, it must be deemed consistent with the charitable purposes outlined above and must not be the type of project which would be deemed an activity of an "action" organization.

In a conversation with Mr. Chapper of the National Office, he indicated that as a general matter the project would seem to be consistent with the overall charitable purposes of SEDF (whose name was not disclosed). He noted, however, that everything would depend upon how the project were operated. If, for instance, all of the participants in the program were either candidates for public office or campaign managers, the project would be deemed an "action" activity. In addition, if the speakers devoted themselves to giving advice with respect to specific campaigns or endeavoring to secure the election of specific persons to specific offices, the project would be deemed an "action" project. However, if only a small number of participants were candidates or campaign managers and the programs were conducted on a very general level, the project would not be deemed an "action" project.

Mr. Chapper said that in view of the essentiallyfactual nature of the problem which I had presented, he did not believe that the Service could rule on the status of the project. He adhered to this position even when I asked whether the Service would rule if we could submit succinct facts as to the status of the participants and the speakers and specific information with regard to the content of each speaker's lectures.

XERO COPY XERO COPY XERO COPY XERO COPY

CANADIAN BROADCASTING CORPORATION

Box 500 Terminal "A",
Toronto 5, Ontario.
July 7, 1966.

Mr. Henry Morgenthau III,
Lowell Institute Cooperative Broadcasting
Council,
125 Western Avenue,
BOSTON, Massachusetts.

Dear Mr. Morgenthau:

Thank you for your letter of June 16. There may be some delay in sending you a kine of the Saul Alinsky program because it has been in demand for borrowing in Canada.

However, I have sent a copy of your letter to our producer in Ottawa and he will doubtlessly be getting in touch with you.

Yours sincerely,

Christina MacDougall,
Program Organizer,
Public Affairs,
Toronto.

CMCD:mw

October 10, 1966

Mr. Andrew Norman
Palisades, New York

Dear Andy:

I am still waiting for the signed certificates of completion of leadership training course. Could you get them to me as soon as possible. Many thanks,

Sincerely,

RONNIE M. MOORE
Leadership Development Director

RMM/cs

October 25, 1966

Canon James P. Breeden
475 Riverside Drive
Room 554
New York, New York

Dear James:

I have a problem. I recently saw a film entitled " THE TROUBLEMAKERS", and I think it is a very good film which would be an asset to our leadership training program, especially if we had it at our disposal at all times. In short, we need it.

I sincerely hope that we will be able to purchase it at a price cheaper than $280.00. Can you help? Enclosed is a copy of a letter from the film company, and a copy of a review of the film.

Many thanks,

Sincerely,

RONNIE M. MOORE
Leadership Development Director

RMM/cs
Encs.

October 25, 1966

Mr. Henry Morgenthau, III
97 Lakeview Avenue
Cambridge, Massachusetts

Dear Henry:

I have a problem. I recently saw a film entitled "THE TROUBLEMAKERS", and I think it is a very good film which would be an asset to our leadership training program, especially if we had it at our disposal at all times. In short, we need it.

I sincerely hope that we will be able to purchase it at a price cheaper than $280.00. Can you help? Enclosed is a copy of a letter from the film company, and a copy of a review of the film.

Many thanks,

Sincerely,

RONNIE M. MOORE
Leadership Development Director

RMM/cs
Encs.

NATIONAL
COUNCIL
OF JEWISH
WOMEN

ONE WEST FORTY-SEVENTH ST., NEW YORK 36, N. Y. CIRCLE 6-3175 • MRS. JOSEPH WILLEN, NATIONAL PRESIDENT • MISS HANNAH STEIN, EXECUTIVE DIRECTOR

December 19, 1966

Mr. Ronnie M. Moore
Scholarship, Education & Defense Fund
150 Nassau Street
New York, N. Y. 10038

Dear Mr. Moore:

I am awfully sorry that I never answered your letter of October 10th but I must confess that until recently it was impossible for me to read the materials that you sent me. I have finally done so and found them really fascinating. We too, in the National Council of Jewish Women, have worked with training programs very much resembling the one you described and utilizing the processes developed by the National Training Laboratories. I loved very much too working with the Committee on Training in SEDF and I hope that in the future I shall be able to be more faithful in my attendance at meetings.

One of the problems which it seems to me is becoming more and more important is that of the relationship of parents and community to school curricular and even staffing. Although this problem as well as that of the relation of clients to the decision making process in social agencies and movements is included in your report, I am wondering how explicitly you are developing it in the course itself.

I look forward to a chance to talk of this further.

Cordially yours,

Mrs. Joseph Willen
National President

PLW:fsg

JUN 21 1967

June 19, 1967

M E M O R A N D U M

TO: Board of Directors
FROM: Marvin Rich

Enclosed are the schedules of three new Leadership Training Series:

1. North Atlantic Training Trainers
2. Georgia Basic Programs
3. Maryland Basic Programs

In addition our Citizenship Education Workshops are continuing. The School Board Seminar is scheduled for August 17-20, 1967. We hope that you will be able to attend at least one of these workshops.

6/3/67

B A C K G R O U N D
NORTH ATLANTIC TRAINING TRAINERS SERIES

In February and April, 1967, we conducted weekend workshops for experienced citizen leaders who desired more knowledge on how to train emerging community activists. The participants were taught training techniques and effective ways of setting up one-day training seminars. The citizen-trainers, utilizing the staff and training resources of SEDFRE, are sponsoring the seminars on the chart below.

The series has two main objectives. First, to develop a cadre of thirty to forty citizen-trainers who will work with local organizations in developing their leadership and membership in terms of self-awareness, political awareness, and community work skills. Secondly, to broaden SEDFRE's training efforts in the North Atlantic region of our country.

DATE	PLACE	TITLE	DESCRIPTION
5/20/67	Baltimore, Md.	Citizenship Education	Study of structure, functions, and personalities of American political parties. Other issues include constitutional conventions, campaigning, etc.
7/22	Albany, N.Y.		
7/29	Boston, Mass		
7/27	Boston, Mass	Community Organization	Study of community action and group dynamics. Emphasis on citizen involvement and management of conflict.
7/15	Bronx, N. Y.		
6/3	Syracuse, N.Y.	Welfare Rights Study	Study of welfare laws and regulations. Emphasis on the rights of the clients and techniques of setting up welfare groups.
6/10	Hempstead, N.Y.		
7/22	Mt. Vernon, N.Y.		
6/17	Southampton, N.Y.	Community Problems	Study provides instruction on police-community relations, housing, employment, education, health and welfare. State and Federal laws are studied for their proper application to local problems. Important community action cases are studied for their value in devising general principles for solving problems and achieving goals.

Scholarship, Education and Defense Fund for Racial Equality, Inc.
150 Nassau Street, New York, New York 10038

DATE	PLACE	TITLE	DESCRIPTION
5/10/67	Springfield, Mass	Sensitivity Training	Focuses attention on individual small group and large organizations' problems in community decision-making and action. Aim is to promote more effective analysis and action in organizations. The basic subject matter is the immediate behavior or the participants.
5/24	Bronx, N.Y.		
5/19	Syracuse, N.Y.		
6/5	Rochester, N.Y.	Public Housing	Study of housing problems including getting government to accept responsibility for housing low income groups; increases in public housing, local ownership and control of slums, subsidies for rehabilitation at rents people can afford, etc.
6/12	Providence, R. I.	Leadership Techniques	Objective is to increase the work skills of the participants. Topics include how to set up and run an organization, how to define goals, how to minimize conflict and maximize agreement, how to recognize and influence those in positions of power.
6/26	Amityville, N.Y.	Poverty Programs	Study of federal and federally aided public programs designed to help the poor.
7/8-10	Beacon, N.Y.	Training Trainers Seminar	The cadre of citizen-trainers and selected citizen leaders will attend a weekend workshop designed to cover the following topics: community analysis, urban problems, techniques of developing leaders and members of local organizations.

6/5/67

MOBILE WORKSHOP SERIES

GEORGIA

DATE	PLACE	TITLE	
July 28-30, '67	Atlanta	Sensitivity Training	A*
Aug. 25-27	"	Citizenship Education	B*
Sept. 22-24	"	Community Problems	C*
Oct. 27-29	"	Leadership Techniques	D*

MARYLAND - VIRGINIA - WASHINGTON, D. C.

Oct. 20-22	Alexandria, Va.	Sensitivity Training	A*
Nov. 17-19	"	Citizenship Education	B*
Dec. 15-17	"	Community Problems	C*
Jan. 19-21, '68	"	Leadership Techniques	D*

*Description

A. Sensitivity Training - Focuses attention on individual, small group and large organizations' problems in community decision-making and action. Aim is to promote more effective analysis and action in organizations. Basic subject matter is the immediate behavior of the participants.

B. Citizenship Education - Practical introduction to public affairs including discussion of the functions and ways of influencing city, county and state governments; policies, platforms and personalities of American political parties. It provides training in methods of effective organization and campaigning.

C. Community Problems - Provides instruction on police-community relations, housing, employment, education, health and welfare. Relevant local state and federal laws are studied with emphasis on how local groups can qualify for and utilize public programs. Important community action cases are studied in order to devise general principles for solving problems and achieving goals.

D. Leadership Techniques - Objective is to increase the work skills of the participants. Topics include: 1) how to set up and run an organization; 2) how to define goals; 3) how to minimize conflict and maximize agreement; 4) how to recognize and influence those in positions of power.

Scholarship, Education and Defense Fund for Racial Equality, Inc.
150 Nassau Street, New York, New York 10038

SCHOLARSHIP, EDUCATION AND DEFENSE
FUND FOR RACIAL EQUALITY
150 Nassau Street - Room 1030
New York, N.Y. 10038 964-8210

Board

M E M O R A N D U M

October 31, 1967

TO: Members of the Board

FROM: Marvin Rich MR

SUBJECT: Suggestions for Improving Communication between SEDFRE Board and Staff

For some time, I have been trying to develop a format which would open better lines of communication between the Board and the staff. I believe the Board would like to have more information on the day to day operation of SEDFRE programs and more perspective on how the SEDFRE program fits into developing trends in the civil rights movement. To accomplish this, I would like to suggest that we would hold a series of People and Program Roundtables.

The mechanics of the Roundtable Luncheons would be approximately as follows: We would hold one Roundtable Luncheon a month at a location to be selected (somewhere in mid-town Manhattan). Lunch would begin promptly at 12:00 or 12:30 (depending on preferences) and would break up promptly an hour and a half later. There would be a fixed price and probably a relatively fixed and simple menu.

The format would be to select a different topic for each luncheon. The staff member(s) responsible for that program area would lead an informal discussion of the SEDFRE program and new directions. One or two closely involves resource persons might also attend. While all Board members would be notified of each lunch and subject, it is hoped that Board members would attend those Roundtables in their area of special interest and involvement. They would also be encouraged to bring friends interested in the Roundtable subject of the day.

We would hope for a real free-for-all discussion that would enable the staff to discuss program in depth (which is not possible at Board meetings) and to allow Board members and guests to have a fruitful exchange with staff and with each other. The emphasis would be on informality. Lunch and talk would be combined. We would not seek quantity attendance, but would hope for a cross-section of Board and guests to hold a meaningful discussion.

Example of the subjects I have in mind for Roundtable luncheons are:

1. Welfare. Discussion with Shirley Lacy and one of the welfare clients about our program in Newark with perhaps an outside resource person to focus discussion on the national implications.

2. A discussion with James McCain on the implications of the 1966 elections in the south.

3. Discussion of changing patterns of legal services to the poor, etc.

4. Sensitivity Training. Discussion of the use of this technique in leadership development with showing of recent video-tapes.

Would you please give me your reaction to these ideas. First, are you interested? Second, would you attend? And third, what are your ideas of modifications of the format? Please use the bottom of this page to send me your comments. Thank you.

COMMENTS:

Ronnie Moore

January 17, 1968

Andrew E. Norman
Palisades, New York

Dear Andy:

Enclosed is a draft Materials Development proposal about which we spoke previously. Among the foundations I am considering sending this to are Richard Schwartz of the David Schwartz Foundation, Joan Davidson of the Kaplan Fund and Doborah Cole of the Norman Fund. Let me know what you think of the Materials Development proposal. Do these pamphlets sound important enough? They are important, but I am not sure if we have made them exciting.

I have done a little work on the welfare programs and will try to complete the job next week.

Cordially,

Marvin Rich
Executive Director

Enclosure as stated

Materials Development

The SEDFRE Leadership Training Program, now in its third year, provides a range of educational services to citizen-leaders in the social, economic and political techniques necessary to achieve community goals in modern society. Training programs are organized on a local or a regional basis and thus bring SEDFRE into a continuing relationship with the emergent leaders of Black and Puerto Rican communities around the country.

In general, training sessions and workshops focus on the "how to" of organizing to solve community problems. Groups are also encouraged to examine their feelings toward themselves and each other and to use the sensitivity gained in their relations with the larger community. Face to face sessions are supplemented with follow-up services to keep lines of communication and assistance open between SEDFRE and local citizen-leaders.

There is a growing demand to include more informational materials in our follow-up services. The types of materials requested reflect the range of involvement and sophistication of the trainees. Some groups need guidance on the basics of setting up and running a community organization. Lack of information of fund raising and publicity causes other groups to flounder and even dissolve. Others require know-how in the art of negotiation. To be of value to citizen-leaders, written materials must be carefully prepared; language must be clear and direct; lay-out and organization must be easy to follow; content must be pared down to essentials; and format must be attractive and must facilitate easy reading.

A political manual along these lines already has been developed by SEDFRE. It is entitled "Political Strength - How To Get It" and is designed for the use of voters leagues which are springing up in the South as a result of enfranchisement. The pamphlet offers step-by-step guidance on how to set up a local political organization and how to conduct a campaign. Now in its second printing, it has been widely and warmly received throughout the country. Voters' groups welcome the concise presentation and readable format.

To fill the informational needs growing out of the Leadership Training Program, SEDFRE plans to publish four additional pamphlets in the next year. These will serve as guides and references in applying what is learned in training workshops to actual working situations. The descriptions below broadly outline the content; the presentation

1. Setting Up and Sustaining a Local Organization-- steps in forming an organization, conducting meetings, techniques for maintaining a cohesive group, inclusion of members in all stages, translating program plans into action, inter-organizational relations.

2. Fund Raising and Publicity - this is an area where new citizen-leaders have little or no experience - setting up a fund raising structure; various techniques of getting contributions, tying fund raising to budget and fiscal planning; how to develop good press relations; writing press releases; attracting media coverage, acting as spokesman to the press.

3. Analyzing and Acting on Community Problems - taking inventory of structure and resources of community; techniques of exercising leadership; devising and implementing strategy; planning and conducting negotiations; how, where and when to apply pressure.

4. Breaking Through to Jobs and Economic Strength - how to organize to achieve economic impact, locating and obtaining jobs; how to protect consumers, organizing consumer and producer co-ops, credit unions; using poverty programs to increase employment opportunities.

Estimated cost, including editorial and art work, printing and binding of 10,000 copies, is $2,200 for each brochure. Total cost of the program is $8,800.

Ronnie

SCHOLARSHIP,
EDUCATION AND
DEFENSE
FUND FOR
RACIAL EQUALITY inc.
164 MADISON AVENUE
NEW YORK, N.Y. 10016
(212) 532-8216

June 4, 1968

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Contributions are deductible for income tax purposes

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Paul Weiss, Rifkind, Wharton & Garrison
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Nannette Sachs (Mrs.) **
23 Garden Place
Brooklyn, N.Y. 11201
JA 25435

Richard G. Schwartz, President **
Jonathan Logan Inc.
1407 Broadway
New York, N.Y. 10018
OX 54440

Elaine Slater (Mrs.) **
Barlow Lane
Rye, N.Y. 10580
(914) TE 52182

Rowland Watts
Usonia Road
Pleasantville, New York
(914) RO 90145
AL 44953

30 Members
** Executive Committee Members

9/12/67

SPECIAL MEETING OF THE BOARD OF DIRECTORS

-of-

SCHOLARSHIP, EDUCATION AND DEFENSE FUND
FOR RACIAL EQUALITY, INC.

A special meeting of the Board of Directors of SCHOLARSHIP, EDUCATION AND DEFENSE FUND FOR RACIAL EQUALITY, INC. (the "Corporation"), was held at the Brotherhood-in-Action Building, 560 Seventh Avenue, New York, New York, on September 12, 1967, at 2 o'clock in the afternoon.

There were present:

Katrina McCormick Barnes
Nils R. Douglas
William S. Ellis
Norman Hill
Ezra G. Levin
Andrew E. Norman
Nannette Sachs
Elaine Slater
Norman Thomas
Rowland Watts
Pearl L. Willen

Present by invitation:

Marvin Rich, Executive Director
Carl Rachlin
Shirley Lacy
Jacqueline Turner

Mr. Douglas acted as Chairman of the Meeting and Mr. Levin recorded the minutes thereof.

The minutes of the joint meeting of Directors and Members of the Corporation held on May 2, 1967 were read and approved.

Marvin Rich reported to the Board on the financial condition of the Corporation. He noted that preliminary figures for the fiscal year of the Corporation ended August 31, 1967 indicate that the Corporation was still operating at a deficit, and that it had been necessary to borrow $23,500.00. Since the commencement of the new fiscal year, the Corporation had received gifts from several donors, including the Normandie Foundation ($10,000.00), Katrina McCormick Barnes ($5,000.00), and Robert Stoever ($5,000.00).

Mr. Rich then elaborated on various aspects of his annual report for the fiscal year 1966-1967, copies of which were distributed to the Directors. Of the various fronts on which the Corporation had made significant headway in the previous year, Mr. Rich noted two in particular: the leadership training area, in which the Corporation had achieved a real breakthrough (in that the Corporation's program, having always been appreciated by workers in the field, was now receiving more general recognition from the community at large and the proposed seminar for policemen and Negroes in two suburban areas, a sensitive and experimental program which was deliberately not being publicized.

The various staff changes during the past year were briefly indicated: the loss of Frank Robinson; the transformation of our relationship with John Due from a retainer to a case-by-case basis; and the transfer of Emerson Brown to the

Voter Education Project of the Southern Regional Council. The expanded role of Spiver Gordon in assisting with the development of the Southern workshops, and of Shirley Lacy in developing the Newark Welfare project, were also noted. The contributions of Naomi Paley and Marjorie Phyfe on the Eleanor Roosevelt Scholarship program, and of Katrina McCormick Barnes, Mrs. Meuer and Elaine Slater for their fund raising efforts, were gratefully acknowledged. The many-faceted assistance rendered by Nannette Sachs was noted with special appreciation.

Mr. Rich concluded his report by noting the growth and development of the activities of the Corporation during the past year, and the public recognition which has been accorded to these activities. The Directors thanked Mr. Rich for his report, which was, on motion duly made and seconded, unanimously approved.

Katrina McCormick Barnes then reported to the Committee on the status of the Eleanor Roosevelt Scholarship program. She noted that the Corporation had awarded stipends to 55 students, including 13 new applicants--an aggregate number fewer than last year's by reason of the lack of available funds. Nannette Sachs concurred that the quality of the Scholarship applicants was better than ever. She also called to the attention of the Board the inability of the Committee to fund the costs of a counsellor to help advise the students in the selection of their programs. Such a counsellor would be best retained in September and would be useful for

rendering assistance to those students who are not clear about their scholastic or career objectives.

A list of graduates of the Eleanor Roosevelt Scholarship program was then distributed to the meeting.

A discussion then ensued with respect to a proposed "second start" program, to aid mature persons in returning to school. The Chairman appointed Elaine Slater and Nannette Sachs to serve as an ad hoc committee to explore and develop the concept and possibilities of a second start program, including the various ways of implementing such a program within the context of the aims and purposes of the Corporation.

Carl Rachlin then reviewed the activities of the legal department of the Corporation during the past year. Copies of his annual report were attached to minutes of the previous meeting of the Board distributed earlier in the meeting. Mr. Rachlin noted that after the July 4, 1966 convention of the Congress of Racial Equality, it became clear that the mode of operation of the legal department of the Corporation would be changed. As CORE became a segregationist/separatist movement, rejecting the stand of non-violent integration on which it had been based, the Corporation determined that it could no longer rely on CORE as a gathering ground for problems on which our own legal department could engage in the hope of bringing about desirable legal solutions. Instead, the Corporation's legal department would move in the direction of

working with people who needed help, whether the problems involved poverty, discrimination, or race. Subsequent developments have brought the Corporation into the areas of the poor generally, and have included legal problems of welfare administration, landlord-tenant relationships, consumer frauds, the ownership of real estate by community groups, and social problems like narcotics. Mr. Rachlin reported that the legal department was busier now than it had ever been, with an aggregate of more than 731 welfare cases. In addition, whereas the Corporation had previously performed many of its services in connection with litigation in the South, the focus of present activity was largely in the Northeast; the legal department itself was in the process of transformation into a national legal service organization. To alleviate the burden of these new legal demands, the department had the full time assistance this summer of six law students. In the area of welfare administration, the department has also considered the feasibility of training welfare recipients to advise other recipients of procedures which may legally be followed in particular instances.

Finally, Mr. Rachlin noted the developing interest of the Corporation in (a) narcotics, by reason of its overlapping with the areas of poverty and discrimination, and (b) the possible usefulness of sensitivity training in fostering communication among conflicting groups.

Shirley Lacy then reported to the Board on the welfare

project in Newark, New Jersey. She reported a great demand for the booklet "Your Welfare Rights," published by the Corporation as a handbook of information for New Jersey residents. Copies of the booklet were distributed to the Directors. Miss Lacy noted that 20,000 copies of the booklet were published on August 1, 1967, and that the Newark office had been bombarded with a great demand for copies in the short period since that date, including a request from the Urban League for 100 copies. Throughout her report, Miss Lacy stressed the importance, in working with local communities, of crystallizing our objectives and of understanding with whom we deal. She indicated the attempts of the Corporation to recruit and develop leaders from among the poor themselves, and the possible training of welfare recipients as advocates for other welfare recipients. She agreed to present at a future meeting of the Board a report on what the Corporation has done in Newark, what may be learned from the Newark experience, and how that experience may be generalized and evaluated. The possibility of circulating a proposed outline of such a report to other communities throughout the nation was also raised.

The final matter discussed at the meeting was a consideration of the proposed budget for the year 1967-1968. Two schedules, representing projected income and expenses under optimum conditions and under minimum requirements, were distributed to the meeting. After some discussion, the budget was approved, subject to review of the allocation for legal

expenditures pending the meeting and recommendations of the legal committee.

The name of Mr. Arthur Kimmelfield, a prominent tax attorney and member of the firm of Marshall, Bratter, Greene, Allison & Tucker, was then submitted to the Board for election as an additional Director of the Corporation, to serve until the next annual meeting of Members or as otherwise provided in the By-Laws. Mr. Levin indicated that Mr. Kimmelfield was requested continually to review the programs of the Corporation in light of its tax exempt status, and that his election would strengthen the Board in other respects as well.

Thereupon, on motion duly made and seconded, Mr. Kimmelfield was unanimously elected to serve as a Director of the Corporation.

There being no further business to come before the meeting, it was, on motion duly made and seconded, adjourned at 5:15 P.M.

_____
Secretary

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Contact Lists, 1965-1966

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New Roads
638 9803
(has provided housing)

Betty Brue
703 Olinde

Thelma & Ernest Caulfield
Rt 1, Box 517
Lettsworth
492 5825

Paul & Brice Brodie
709 Morningside
New Roads
638 8437

Chester & Felton Bowie
509 Morningside
New Roads
638 8007

Mike Gautier
607 Morningside
New Roads
638 8744

Matthew Battiste
502 Parent St.
New Roads 638-8794

Augustine Davis
823 Railroad St.
New Roads
638 9541

Leroy Jasmine
St. Jude St.
New Roads

East Feliciana

addresses are for Clinton unless otherwise indicated.

Rev. Samuel Spears
Box 163
Wilson ph:4701

Alice Aaron
Gen. Del.
Wilson

Samuel Lee Haynes
Wilson

Herbert Bell
P.O. Box 308
683 5466

Charlie Spears
Wilson

Mr. Corrie Collins
P.O. Box 393
Clinton
683 8232

Hazel P. Matthews
Gen. Del.
683 8264

Mrs. Virginia Martin
Box 411
683 5116

Robert Thompson
Box 62
683 5121

Mrs. Josephine Holmes (Mama Jo)
Box 1

Rev. Roger Transpers
683 8296

Rev. R.W. Washington
683 5283

Rev. Roger Wrights
Wilson
4451

Charlotte Greenup
683 5228

XXXXXXXXX

Don Collins
683 5636

Hattie Evans
683 8397

Elizabeth Underwood
Wilson
4862

Chris Weatherspoon
Wilson
2961

E.G. Marshal
683 8229

W.L. Spears
683 5101

Willie Robbins
6838341

Hopper Robbins
683 5767

Laura Davis
683 5239

Rev. Henry Anderson
Jackson
634 7532

Mrs. Ola B. Fisher
683 8270

Mrs. Mattie Mathews
683 5556

Mrs. Hazel Matthews

Willie Adams

West Feliciana
635-3002
Nathaniel Smith
St. Francisville

JACKSONVILLE, FLORIDA
DUVAL COUNTY

INVITATION LIST

1.	Mrs. Margaret Griswald	349 West 18th Street
2.	Mrs. Luells Carter	1802 West 10th Street
3.	Mrs. Willie M. Reed	1112 Pearl Street
4.	Mrs. Beulah McClellan	1594 West 15th Street
5.	Ralph Maultsby	2958 Anthr Court
6.	Mrs. Doris Jones	628 West 8th Street
7.	Alton Adams	4916 Campanella Drive
8.	Oscar Hillian	525 West Beaver Street
9.	Frank Jones	1766 West 16th Street
10.	E. L. Harris	1039 Scriven Street
11.	Mrs. Hettie Mills	2025 Myrtle Avenue
12.	Mrs. Norma R. Solomon	755 Acorn Street
13.	Mrs. Pauline Davis	1722 Calhoun Street
14.	Dr. J. E. E. Scott	1233 West 13th Street
15.	W. D. Sweet	1465 West 8th Street
16.	Mrs. Paul Owens	2124 Fairfax Street
17.	Mrs. Thelma Geiger	5187 South Dostie Drive
18.	Mrs. Barbara Walker	2624 Begonia Street
19.	Mrs. Ruth Parrot	1189 Durkee Drive
20.	Mrs. Marilyn Jones	3903 Leonard Circle W.
21.	Mrs. Ruby Herndon	2527 Lantana Avenue
22.	Mr. & Mrs. Rutledge Pearson	411½ Broad Street
23.	R. L. C. Williams	805 Line Street
24.	Mr. & Mrs. Norman T. Urquhart	5700 Cleveland Road
25.	Mrs. Florence Dixon	582 West 8th Street
26.	Mr. Clanzel T. Brown	625 West Union Street
27.	Mrs. Cornelia Oree	625 West Union Street
28.	Lewis J. Carter, III	2616 North Myrtle Avenue
29.	Rev. Landon Williams	938 Julia Street
30.	Dozel Verner	1245 Jessie Street
31.	Joseph Johnson	1245 Jessie Street
32.	Mrs. Zelma Hodges	1038 Haines Street
33.	Dr. James H. Lewis	101 East Union Street
34.	Mrs. Mary L. Betsch	101 East Union Street
35.	Mr. I. H. Burney	101 East Union Street
36.	Mr. Eric O. Simpson	2323 Moncrief Road
37.	Mrs. Mattie Hayes	1807 North Myrtle Avenue
38.	Mrs. Julia W. Brown	1832 North Myrtle Avenue
39.	N. B. Small	605 West Ashley Street
40.	Henry Roberts	2210 North Myrtle Avenue
41.	Frank Hampton	2610 North Myrtle Avenue
42.	Emerson L. Jones	1817 North Myrtle Avenue
43.	Clarence J. Simons	515 Davis Street
44.	E. L. Weems	434 West Beaver Street
45.	Marshall L. Brown, Jr.	703 Broad Street
46.	Mrs. Mary Singleton	1353 West 33rd Street
47.	Mrs. Sallye Mathis	1073 Florida Avenue
48.	Otis Speights	506 Broad Street
49.	Mr. Julius Guinyard	5764 Cleveland Road
50.	Willie E. Carley	273 Belfort Street
51.	Henry Gaines	2127 Wilson Street
52.	Abram H. King	6110 Spirea Street
53.	Mrs. Clara M. Davis	1556 East 20th Street
54.	Roy L. Malloy, Jr.	6104 Japonica Road
55.	Carlton Byrant	1451 West 27th Street
56.	David M. Shields	2736 Lippa Road
57.	Mrs. Emma Hightower	6010 Kinnon Drive
58.	Mrs. Olga L. Bradham	2320 West Edgewood Avenue
59.	Mrs. Willie F. Dennis	1390 Harrison Street
60.	Joseph Pauline	1015 West 17th Street
61.	Willie Weston	3636 Basil Road
62.	Atty. A. R. Taylor	410 Broad Street
63.	Joseph McCone	2703 Begonia Road
64.	William Shellman	1622 Hurst Place
65.	Buster Ford	938 East Union Street
66.	Sammie L. Davis	929 West Beaver Street
67.	Leon Bland	4815 Avenue"B"
68.	U. C. Glover	621 West State Street
69.	Wendell P. Holmes	2719 West Edgewood Avenue
70.	Rev. C. J. Crosby	1439 Davis Street
71.	James E. Whittington	800 West State Street

72.	Rev. ~~Robert H. Wilson~~ Rudolph McKissick	1058 Hogan Street
73.	Rev. C. B. Bailey	1037 Jessie Street
74.	Rev. J. C. Sams	954 Kings Road
75.	Rev. R. L. Jones	524 West 3rd Street
76.	Rev. W. J. Walker	801 Pearl Street
77.	Rev. E. W. Newman	431 West Ashley Street
78.	Rev. F. D. Wilson	3026 Woodlawn Road
79.	Rev. C. A. Weaver	1053 Jefferson Street
80.	M. V. Young	702 West Beaver Street
81.	Theodore L. Redding	101 East Union Street
82.	J. Theodore Lawerence	3812 Moncrief Road
83.	A. B. Ashwood	316 West State Street
84.	J. T. Collier	4129 Moncrief Road
85.	Robert A. Sewell	521 South Edgewood Avenue
86.	Dr. I. E. Williams	102 East Union Street
87.	Dr. E. H. Washington	821 Kings Road
88.	Dr. W. W. Schell, Jr.	625 West Union Street
89.	Dr. Daniel Lauray	2510 West Edgewood Avenue
90.	Dr. C. B. McIntosh	1009 Jessie Street
91.	Dr. W. W. McIntosh	710 West Beaver Street
92.	Dr. L. B. Childs	953 Davis Street
93.	Dr. A. T. Frazier	1913 Kings Road
94.	Dr. Richard Hunter	3014 Moncrief Road
95.	Dr. R. F. Mills	2025 Myrtle Avenue
96.	Dr. J. C. Downing	719 West 8th Street
97.	Dr. James R. Henderson	1366 Old Kings Road
98.	Dr. Leroy C. Ervin	1404 Grunthal Street
99.	Dr. Hunter H. Satterwhite	613 West Ashley Street
100.	Dr. Arnett E. Girardeau	1306 West 15th Street
101.	Dr. James Wilson	3116 Moncrief Road
102.	Dr. G. F. Waters	410 Broad Street
103.	Atty. Jennings H. Best	410 Broad Street
104.	Atty. O. E. Girardeau	2427 North Myrtle Avenue
105.	Atty. Ernest D. Jackson, Sr.	410 Broad Street
106.	Atty. Earl M. Johnson	625 West Union Street
107.	Atty. Leander Shaw, Jr.	411 Broad Street
108.	Atty. Heleford McGriff	1042 Broad Street
109.	William Brewington	525 Davis Strret
110.	Wendell McIntosh	809 Kings Road
111.	Isaiah D. Harris	2802 Edgewood Avenue
112.	Jerry Iszard	951 Davis Street
113.	T. M. Christopher	801 Jefferson Street
114.	Miss Willa D. Wells	3174 Edgewood Avenue
115.	Mrs. Emma J. Hawkins	903 East Ashley Street
116.	Miss Mophelia Gooden	1418 West 7th Street
117.	Miss Susie Shelton	511 Odessa Street
118.	Mrs. Hannah Holman	340 Spruce Street
119.	Mrs. Minnie Brown	1383 Kings Road
120.	J. C. Butler	3519 Franklin Street
121.	Melvin Marshall	2807 Spring Glenn Road
122.	Mrs. Hazel Edwards	6861 Wilson Boulevard
123.	Mrs. Eidth Taylor	1526 West 19th Street
124.	Mrs. Willie D. Lucas	1519 West 15th Street
125.	Mrs. Geneva Cotton	2096 Woodside Avenue
126.	Rev. Sameul Felder	2011 Mars Street
127.	Mrs. Mary E. B. Young	1211 Spearing Street
128.	Mrs. Susie Smith	1626 Campus Street
129.	Mr. B. V. Daniels, Jr.	3624 Stuart Street
130.	Mrs. Margaret Wright	1133 Kings Road
131.	Monroe Paterson	6018 Dunmire Avenue
132.	Joseph E. Sallye	4296 Katanga Drive
133.	Hureta W. Dennis	1838 Jefferson Street
134.	Mrs. Tiny M. Thomas	7008 Rhode Island Drive
135.	Mrs. Winona M. Britt	6055 Kinnon Drive
136.	Mrs. Emma C. Coles	1517 West 8th Street
137.	Mrs. Vera L. Flowers	713 West 8th Street
138.	Mrs. Mary H. Lattimer	330 West 17th Street
139.	Mrs. Josephine J. Lowe	2401 North Myrtle Avenue
140.	Mrs. Betty J. Moore	1552 West 14th Street
141.	Mrs. Juanita W. Davis	6857 Rhode Island Drive
142.	Richard A. McKinney	1420 West 8th Street
143.	Colbert J. Britt	1329 West Ninth Street
144.	Mrs. Rubye M. Engram	244 Claude Street

145.	Mrs. Martha E. Johnson	1338 Grothe Street
146.	Harold O. Kinnerly	3505 Franklin Street
147.	John D. Matthews	1510 West 27th Street
148.	Mrs. Hortense Gray	2230 College Circle North
149.	Mrs. I. E. Williams	102 East Union Street
150.	Mr. L. I. Alexander	1730 Jefferson Street
151.	Mrs. Thelma Johnson	1033 Reiman Street
152.	Mrs. Juanita G. Wyatt	5218 Vernon Road
153.	Mr. & Mrs. William E. Scott	6704 Alaro Road
154.	Mrs. Joyce Lawson	6746 Alaro Road
155.	Mrs. Mary J. Hall	2427 Petunia Street
156.	Mr. Robert Mitchell	1951 Leonard Circle South
157.	Mrs. John Ross	2202 Cheryl Drive
158.	Mr. John E. Shelley	4416 Mother Hubbard Drive
159.	Mrs John Rutledge	425 West 19th Street
160.	Mr. Joseph J. Nixon	1111 Albert Street
161.	Miss Catherine Oree	1232 East Union Street
162.	Mr. Raiford A. Brown	1144 Evergreen Avenue
163.	Mr. Dennid T. Stewart	1369 West 11th Street
164.	Mrs. Metonia L. Vaughan	4910 Tennessee Street
165.	Mr. & Mrs. Willie Wells	4216 Lockhart Drive
166.	Mrs. Wilner D. Thompson	1736 Davis Street
167.	Mr. & Mrs. Benjamin Griffin	5833 Poitier Drive
168.	Mr. Fred Pinckney	530 West Union Street
169.	Mrs. Jessie Williams	6054 Zinna Street
170.	Mr. & Mrs. Joel West	3029 Jupiter Street
171.	Mr. Uriah Potee	400 West Adams Street
172.	Mr. & Mrs. Sumner Wiles	1901 West 45th Street

Directory

FLORIDA STATE CONFERENCE OF BRANCHES

Branch Presidents

Bartow	Rev. Eddie Burrough	1195 Laurel Avenue
Boca Raton	Mr. T. W. Williams	1454 N.E. 2nd Court
Bradenton	Rev. C. D. Lazier	401 10th Ave. Drive W.
Belle Glade	Mr. James Houston	200 S.W. 5th Street
Boynton Beach	Rev. J. A. Butler	239 N.E. 11th Avenue
Avon Park	Rev. I. G. Stripling	326 Castle St.
Apopka	Mr. Faithy Dowdell	235 West 10th Street
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Clearwater	Mr. Talmadge Rutledge	1111 No. Greenwood St.
Cocoa	Mr. Rudolph V. Stone	416 King Street
Daytona Beach	Mr. Horace Reed	547 Lincoln St.
Deland	Mr. James O. Brown	1202 So. Delaware
Delray Beach	Mrs. H. Ruth Pompey	Box 1453
Ft. Lauderdale	Rev. S. W. George	1515 N.W. 4th St
Ft. Myers	Rev. Isadore Edwards, Jr.	2913 Lafayette St.
Ft. Pierce	Rev. R. J. Cliffin	810 Avenue "D"
Ft. Walton	Mr. Nathaniel H. Harris	84 Germany Drive
Gainesville	Rev. T. A. Wright	503 N.W. 4th Street
Greenville	Rev. Glover Atkins	P. O. Box 167
Haines City	Mr. Owen Flowers	706 Church Street
Havana	Rev. W. H. Fortson	P. O. Box 582
Hampstead	Mr. J. H. Hankerson	535 S.W. 8th Avenue
Jacksonville	Mr. Rutledge H. Pearson	534 W. 18th Street
Key West	Mr. Charles Major	1015 Thomas Street
Kissimmee	Mr. W. G. Newberry	1716 Brack Street
Lakeland	Mr. Hugh V. Simpson	P. O. Box 3155
Lake City	Mr. Charles Arnell	1066 W. Jefferson St.
Lake Wales	Mr. James Austin	602 North Avenue
Leesburg	Mr. Curtis Colter	201 N. East Street
Live Oak	Rev. J. W. Jenkins	521 Nelson Street
Madison	Rev. Lucius Burch	P. O. Box 712
Melbourne	Mr. Jessie Buggs	P. O. Box 361
Miami	Atty. Donald W. Jones	675 N.W. 60th Street
Marianna	Rev. Arthur Bryant	310 S. Dorsey St.
Monticello	Mr. Robert Green	Rte. 1 Box 234
Liberty City	Mr. Richard Powell	1340 N.W. 62nd Terr.
Orlando	Mr. Freddie R. Johnson	35 W. Jefferson St.
Oveida	Rev. J. H. Browdy	P. O. Box 593
Panama City	Rev. Jackson E. Jones	645 E 10th Court
Orange Park	Rev. Namon Fennell	P. O. Box 322
Opa Locka	Mrs. Bessie L. Brunt	2555 N.W. 153th St.
Pensacola	Mr. C. R. Harris	401 N. Reus St.

Perry	Mr. Smith Belcher	116 4th Street
Plant City	Mr. Sam Horton	Rte. 6 Box 200
Pompano Beach	Mr. Taylor Williams	2426 N.W. 9th St.
Quincy	Rev. J. L. Daniels	212 E. Clark Street
Sarasota	Rev. Rosco Lacy	1799 22nd Street
Sebring	Mrs. Herman C. Moses	907 Grand Avenue
St. Augustine	Rev. Robert Lovett	81 Francis Street
St. Petersburg	Rev. J. L. Fennell	2027 7th Ave. South
Tampa	Mr. Robert Gilder	1905 Saint Conrad St.
Tallahassee	Rev Dan P. Speed	803 Floral Street
West Palm Beach	Mrs. Louise Buie	1409 30th Street
Winter Haven	Rev. J. P. Atkins	1649 Third Street
Stuart	Mr. Nathaniel Green	Cocconut Drive
Titusville	Mr. Fred Vickers	900 Gibson Street
Vero Beach	Mr. Arthur L. Henderson	RFD# 2 Box 609
Silver Springs	Rev. Frank G. Pinston	P. O. Box 144

For Additional Information Contact:

Mr. Marvin Davies
NAACP State Field Director
1125 22nd Street South
St. Petersburg, Florida 33712
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Gadsden County

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1. Rev. E.L. Richardson
Stewart Temple A. M. E.
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Quincy, Florida

2. Rev. G. B. Chambers
Old Bethel A. M. E.
Route 1.Box 186
Tallahassee, Florida

3. Rev. W. L. Gilyard
~~Greenshade A. M. E.~~
Hope Well A. M. E.
General Delivery
Gretna, Florida

4. Rev. M. J. Gaffney
Greenshade A. M. E.
Route 3, Box 113

5. Rev. T. H. McCormick
ST. Hebron, A. M. E.
Route 2 Box 37
Quincy, Florida

6. Rev. W. H. Brackston
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213 Bennett Street
Tallahassee, Florida

7. Rev. J. C. Sanders
Springfield A.M.E.
Post Office Box 26
Gretna, Florida

8. Rev. H. Mitchell
Oak Frove A.M.E.j
226 N. Adams
Quincy, Florida

9. Rev. Dave Shaw
Ebenezer A.M.E.
Post Office Box 106
Quincy, Florida

10. Rev. C. D. Fletcher
Friendship A.M.E.
Ps Post Office Box 333
River Junction Sta.
Chattahoochee, Florida

11. Rev. Jermiah Gee
Mt. Zion P. B. C.
108 S. 10th Street
Quincy, Florida

12. Rev. Hambric McGlockston
Bonnyhill A.M.E.
St. Route Box ~~37~~ 94
Bristol, Florida

13. Rev. O. L. Laster
Old Jerusalem M.B.C.
Route 2, Box 137
Havana, Florida

14. Rev. A. Sherman
Mt. Zion A.M.E.
c/o Wm. Grice
Rt. 2, Box 582
Havana, Florida

15. Rev. J. W. Youngb
Palaoe A.M.E.
Post Office Box 923
Havana, Florida

16. Rev. B. H. Hackson
Antioch P.B.C.
Havana, Florida

17. Rev. W. E. McMillian
General Delivery
Gretna, Florida

18. Rev. L. K. Shirley
General Delivery
Gretna, Florida

19. Rev. J. T. Crutcher
Mt. Moriah M. B. Church
S. 10th St.
Quincy, Florida

20. Rev. S. H. Hunter
Arnett Chapel A.M.E.
211 E. Clark St.
Quincy, Florida

21. Rev. A. R. McGlokton
St. James A.M.E.
902 W. Dent St.
Tallahassee, Florida

22. Rev. G. W. Farmer
St. John A.M.E.
119 S. Love St.
Quincy, Florida

23. Rev. Gus Salter
Mt. Zion C.M.E.
St. Mary C.M.E.
Rte. 1, Box 112-F
Quincy, Florida

24. Rev. S. Nealy
Union Chapel A.M.E.
1007 Clark St., West
Quincy, Florida

25. Rev. D. Nealy
Peace M.B. C.
P.O. Box 26
Quincy, Florida

26. Rev. R. W. Ford
P.O. Box 146
Pine Bloom M.B.C.
Quincy, Florida

~~27. Rev. Hardy Jones~~

A. ME, (African Methodist Episcopal) Where ~~suse~~ used the Word Church should be added.

27. Rev. Hardy Jones
Salem A.M.E.
New Zion A.M.E.
220 Clay St.
Quincy, Florida

28. Rev. R. Junius
Elizabeth M.B.C.
c/o Deacon Troy Pittman
P.O. Boxs611
Quincy, Florida

29. Rev. N. Bowers
Antioch M.B.C.
P.O. Box 191
Quincy, Florida

30. Rev. T. L. Geeter
Mt. Carmel P.B.C.
902 W. Crawford St.
Quincy, Florida

31. Rev. J. L. Nealy
New Bethel A.M.E.
P.O. Box 26
Quincy, Florida

32. Rev. D. A. Belford
Friendship B.B.C.
902 W. Crawford St.
Quincy, Florida

33. Rev. Drew Ellis
St. Mary A.M.E.
RTe. 2, Box 368
Quincy, Florida

34. Rev. E. Kinsey
Shiloah P.N.C.
1022 Railroad Ave.
Tallahassee, Florida

35. Rev. H. C. Carrol
Morning Star M.B.C.
Rte. 1, Box 117-A
Cairo, Georgia

36. Rev. S.S. Simmons
Mt. Calvery P.B.C.
Rte. 1, Box 137
Quincy, Florida

37. Rev. M. L. Brown
St. Joseph P.B.C.
P.O. Box 97
Midway, Florida

38. Rev. S. P. Siplin
St. Mark M.B.C.
Rte. 3, Box 306
Quincy, Florida

39. Eld. V. Hamilton
Church of God in Christ
928 W. Clark St.
Quincy, Florida

40. Rev. Henry Cooper
St. Paul P.B.C.
Gen. Del
Quincy, Florida

41. Rev. R. H. Jackson
Mt. Pilgrim P.B.C.
902 W. Crawford St.
Quincy, Florida

42. Rev. Louis Mims
Fountain Head A.M.E.
Rte. 3 Box 297
Chattahoochee, Florida

43. Rev. O. L. Lewis
Beulah Hill M.B.C.
P.O. Box 532
Chattahoochee, Fla.

44. Rev. N. F. Sumpter
Bethel Baptist Church
820 W. Crawford St.
Quincy, Florida

45. Rev. George Fleming
New Zion M.B.C.
P.O. Box 435
River Junction Station
Chattachoochee, Fla.

46. Rev. Robert Green
Second Elizabeth M.B.C.
Rte. 2, Box 336
Quincy, Florida

47. Rev. J. L. Lanier
St. Mary M.B.C.
Gen Del
Greensboro, Florida

48. Rev. B. Jones
Macadonia M.B.C.
Rte. 1 Box 260

49. Rev. G. C. Robinson
China Hill M.B.C.
Rte. 1, Box 102
Havana, Florida

50. Eld. E. L. Sheppard
Midway Church of God in Christ
1833 Live Oak St.
Quincy, Florida

51. Rev. Elijah Williams
St. Joseph M.B.C.
Rte. 3, Box 1027
Quincy, Florida

M.B.C. or P.B.C. (Missionary Baptist Church or Primitive Baptist Church.) Ordinarily same would be written M.B. or P.B. Church

52. Rev. Sam Mann*
St. Stephens P. B. C.
c/o Mr. Clarence Jackson
Rte. 1, Box 104
Quincy, Florida

53. Rev. Claude Williams
St. Matthew P.B.C.
P.O. Box 74 552
Havana, Florida

53. Rev. C. Fennell
Rockyville M.B.C.
P.O. Box 74
Gretna, Florida

54. Rev. S. Gray
St. Matthew M.B.C.
Rte. 1, Box 159
Chattahoochee, Florida

55. Rev. Sam Mann*
St. Luke P. B.C.
c/o Mr. C. Jackson
Rte. 1, Box 104
Quincy, Florida

* The same pastor with two churches.

POLITICAL LEADERS

March 18, 1966

Mr. L. V. Davis, President
Florida Voters League
2212 N. E. 8th Ave.
Gainesville, Fla. 376-6260

Mr. J. P. Moses
St. Petersburg Voters League
229 Jackson St., N.
St. Petersburg, Fla.

Mr. Louis D. Benton
Broward County Voters League
P. O. Box 419
Ft. Lauderdale, Fla.

Dr. E. A. Ward
Dade County Young Democrats
5841 N. W. 9th Avenue
Miami, Florida

Dr. Von D. Mizell
N.W. Voters League
P. O. Box 8727
Ft. Lauderdale, Fla.

Rev. A. A. Fields
Seminole Welfare and
Voters League
1016 W. 12th St.
Sanford, Fla.

Mr. Ben Williams
Polk County Progressive
Voters' League
605 Gordon Ave.
Bartow, Fla.

Mrs. Florence Nelson
Palm Beach County Voters League
613½ - 14th Street, Apt. A
West Palm Beach, Fla.

Mr. Lee R. Haynes
Duval County Democratic Alliance
1994 McQuade St.
Jacksonville, Fla. 356-7039

Mr. Chester Shell
Alachua County Voters' League
P. O. Box 335
Hawthorne, Florida

Mr. Thomas Jones
680 Harmon Ave.
Panama City, Fla.

Mr. C. Blythe Andrews
2205 - 21st Ave.
Tampa, Fla.

Dr. E. A. Cosby
635 N. W. 6th St. 372 2030 OFF.
Gainesville, Fla. 372 8613 RES.

Mr. Harry Lawerence
Civic League of
S. Melbourne
Melbourne, Fla.

Mr. R. A. Reddick
Route 3, Box 19
Live Oak, Fla.

Mr. W. C. Taylor
P. O. Box 484
Belle Glade, Fla.

Mr. Sylvester Holley
Cantonment Citizens Group
P. O. Box 388
Cantonment, Fla.

Mr. Elijah Pete
Rt. A - Box 179
Greenwood, Fla.

Mr. Edwin Norwood
Florida A. & M. University
Tallahassee, Fla. 224-2432

Mr. Roosevelt Horn
703 Spruce St.
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Mr. Charles Hadley
1836 N. W. 55th Terrace
Miami, Fla.

Mr. Joshua Hillman
1910 Davis St.
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Atty. Paul Perkins
607 W. South St. 425 2508
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Mr. Riley Preston
Marion County Voters' League
126 W. Broadway
Ocala, Fla.

Mr. Sam Jones
Railroad Voters' League, Inc.
1103 W. 8th St.
Jacksonville, Fla. 354-1963

Mr. Will Scott
906 W. Willow St.
Perry, Fla.

Rev. S. Edwards
Belle Glade Negro Civit League
832 S. W. "C" St.
Belle Glade, Fla.

Lincoln McThay
174 S. W. 1st Ct.
Deerfield Beach, Fla.

Rev. A. T. King
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1415 N. Alcaniz
Pensacola, Fla.

Mr. Frank Sampson
Riviera Voters League
522 Williams St.
Riviera Beach, Fla.

Mrs. Annie Gayle
Palmetto Progressive Voters League
P. O. Box 292
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TALLAHASSEE COMMUNITY CHURCHES & MINISTERS

Tallahassee, Florida

June 8, 1966

Allen, Rev. Reuben
P. O. Box 3346 MSS
Covenant Presbyterian Church

Althoff, Rev. C. B. (retired)
2012 E. Randolph Circle
Baptist

Anderson, Rev. Jack
P. O. Box 1086
Counseling Service for
the Methodist Churches

Arbrogast, Rev. Arnon
P. O. Box 1525
Tharpe Street Tabernacle
Independent Pentecostal Church

Beckwith, Bishop J. B.
629 Preston Street
First Born Church of the
Living God

Blair, Rev. Mr. Helen
3122 N. Monroe Street
Full Gospel Tabernacle
Independent Pentecostal Church

Blair, Rev. Rayburn
P. O. Box 2341
Temple Independent Baptist Church

Bradley, Rev. I. F.
1431 Melvin St.
St. Phillip's AME Church

Bright, Rev. S. R. (Dec. C.B. Brad 224-5528)
2703 Gunn Street
Gathsemane Baptist Church
224-5528

Brooks, Father David H. (Yes)
1405 Melvin Street
St. Michael and All The Angels
Episcopal Church

Bunting, Rev. T. Wade
P. O. Box 3060 MSS
Capital City Christian Church

Campbell, Rev. L. M.
Allen Temple C.M.E. Church
Holton and Kissimmee Streets
Rte 2 Box 113 Quincy, Florida

Clark, Rev. George
3405 Swatts Road
Fellowship Southern Baptist Church

Clark, Rev. M. D. Yes
~~904 Floral~~ Street 1064 N Bronough St
St. James C.M.E. Church

Mr. E. L. King Yes
Mr. Ombre Dk.

Clarke, Rev. Richard
504 N. Monroe Street
Citadel Salvation Army

Clausell, Rev. James A. *
1023 Joe Louis Street
Calvary Missionary Baptist Church

Claycomb, Rev. K. L.
215 E. Tharpe Street
First Assemble of God

* Collier, Rev. J. C. Hse Ch 224-5092
2111 Pasco Street
Springhill Missionary Baptist Church

Cox, Rev. De Witt
1946 Thomasville Road
Thomasville Road Southern Baptist Church

Cox, Rev. Julius
3517 Perry Highway
Lafayette U. S. Presbyterian Church

Cox, Rev. Milton E. *
1117 Hastie Road
Trinity United Presbyterian Church

Cunningham, Rev. C. C.
P. O. Box 158- FAMU
First Baptist Institutional Church

Davidian, Rev. Dr. Simon
720 Bivins
Christian-Disciple of Christ

Douglas, Rev. Harry
815 Piedmont Drive
Church of the Advent Episcopal

England, Rev. Dick
705 W. Jefferson Street
Methodist Wesley Foundation

Evans, Rev. E. J. *
816 Eugenia Street
Fountain Chapel A.M.E. Church

Ewing, Rev. E. Keith
1733 N. Meridian
St. Paul's Methodist Church

Fillman, Rev. C. M.
1818 Monticello Drive
First Seventh Day Adventist Church

Fisher, Rev. Robert
514 Marvin Street
Central Avenue Church of God

Floyd, Rev. J. [illegible]
P. O. Box 1086
Trinity Methodist Church

Ford, Rev. Ruth W.
2909 Grady Road
New Salem Baptist Church

Foster, Rev. George
P. O. Box 1086
Trinity Methodist Church

Francis, Mr. Chester (Director)
P. O. Box 1495
Y.M.C.A.

Godfrey, Rev. M. J.
Route 3, Box 113 - Quincy, Fla.
Greenshed A.M.E. Church

Gaines, Rev. W. M.
855 Dover Street
New Zion F. B. Church

Gee, Rev. Jeremiah, Jr.
1432 Central Street
New Bethlehem F. B. Church
Tallahassee, Florida

Glassbrook, Rev. Robert
1620 Jackson Bluff Road
Day on Road Assembly of God

Gordon, Rev. R. H.
454 W. Call Street
St. Mary F. B. Church #1

Graham, Rev. Lee, Jr.
211 N. Monroe Street
St. John's Episcopal Church

Green, Rev. [illegible] J.
Route 2, Box 610
Chaires Methodist Church

Hadley, Rev. T. H.
864 Dent Street
Anderson Chapel A.M.E. Church

Hadley, Rev. Fred
Route 4, Box 27
Oak City Assembly of God

Hamberry, Rev. Jack
426 W. 8th Avenue
Tallan Springs Baptist Church

Hancock, Rev. H.
908 Macomber Road
Deer Hill Baptist Church

[illegible]

Harris, Rev. George
901 Thomasville Road
First Pentecostal Holiness Church

Hayes, Rev. Marion
P. O. Box 1017
First Baptist Church

Herbert, Rev. Leo
2104 Joyner Drive
Forest Heights Baptist Church

Hinson, Rev. Dr. Ira
206 W. Virginia Street
Bethel A.M.E. Church

Hobbs, Re. J. H.
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Griffin Chapel C. M. E. Church

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905 W. Jefferson Street
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P. O. Box 3545 M&S
District Supt. of the Methodist Church

Sorrell, Rev. S. M.
St. John Baptist Church
Keith near Osceola St.

Hudson, Rev. Dr. James, Chaplain
Office of the Chaplain
Florida A and M University

Jackson, Elder J. A.
614 Spanish Street
Church of Christ Written in Heaven

Jackson, Rev. F. T.
Sims and Jackson Funeral Home
Quincy, Florida

Johnson, Rev. Y.
722 J. Pont Street
St. Clair F. B. Church

Jones, Rev. Ted
515 Fairfield
Haywood Gates Memorial Southern
Baptist Church

Kilgore, Rev. C. A.
1703 Monticello Drive
Branch Street Church of God -

Krantz, Rev. F. C.
526 E. 8th Avenue
Pine Church of the Open Bible

Kruse, Rev. David
[illegible] W. Jefferson
Lutheran Student Parish

Londwere, Rev. Charles
P. O. Box 3572 MSS
St. Stephen's United Lutheran Church

Lofton, Rev. T. S. Yes — Mornings
1952 Keith Street
Mt. Carmel Missionary Baptist Church
224-5240

Madden, Rev. Patrick M.
637 Miccosukee Road
Blessed Sacrament Roman Catholic Church

Matthew, Rev.
707 Compass Lane
St. Mary P. B. Church #2

Matthews, Rev. Lax
655 W. Jefferson Street
Episcopal Student Center

Miles, Rev. H. C.
1525 S. Bronough Street
Philadelphia P. B. Church

Morris, Rev. Jenny
1155 Maple Drive
John Wesley Methodist Church

McKay, Rev. Woodrow, Jr.
548 W. Park Avenue
Westminster Presbyterian House

McKeithen, Rev. Robert C.
1903 Mountbatten Road
Jim Lee Road United Pentecostal Church

McTier, Rev. J.
1026 Abraham St.
Zion Hope P. B. Church

Owen, Rev. George
515 Laura Lee
Southside Methodist Church

Perkins, Rev. W. R.
P. O. Box 568
Tallahassee, Florida

Perryman, Rev. Ed.
405 Crossway Road
Crawfordville Road Baptist Church

Pfotenhauer, Rev. Fred
1104 Pine Street
Epiphany Missouri Synod
Lutheran Church

Platt, Rev. P.
1937 Keith Street
Mt. Olive Baptist Church

Porter, Rev. Roger
211 N. Monroe Street
St. John's Episcopal Church

Roberts, Rev. Dr. C. A.
P. O. Box 1017
First Baptist Church

Rush, Rev. Warren
1410 E. Indian Head
Parkway Baptist Church

Rutland, Rev. R. Eugene
304 E. Thorpe Street
St. Paul's Methodist Church

Sanches, Rev. A. N.
1442 Hudson Street
Tallahassee, Florida

Sanders, Rev. A. W.
1221 N. Woodard Avenue
Anderson Chapel A.M.E.

Sanders, Rev. H.
1333 Coleman Street
Jacob Chapel Freewill Baptist Church

Sands, Rev. Alford
1816 Sharon Road
Southern Assembly of God Church

Scarbrough, Rev. Calvin
Route 6, Box 193
New Hope and Tallahassee P. B. Churches

Schiss, Rev. Charles A.
P. O. Box 566
First U. S. Presbyterian

Schvaneveldt, Mr. Jay
2108 Gibbs Drive
Mormon Church of Jesus Christ of the Latter Day Saints

Shepherd, Elder E. L.
P. P. Box 797 (Quincy)
Watson Temple Church of God in Christ

Simpson Rev. Orvan
503 S. Copeland
Copeland St. Pentecostal Holiness Church

Smith, Rev. Creator
601 Miccosukee Road
First Church of the Nazarene

Smith, Elder Owen
841 Osceola Street
University Church of God in Christ

Spearman, Rev. E. W.
University Hospital Chaplain (FAMU)
433 W. St. Augustine Street

Speed, Rev. Daniel B.
803 Floral St.

Spivey, Rev. Dr. Robert, Chaplain
Office of the Chaplain
Fla. State University

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3004 Mahan Drive
Tallahassee Heights
Methodist Church

Starke, Rev. George
P. O. Box 1017
First Baptist Church

Steele, Rev. C. K.
P. O. Box 1003
Bethel Missionary Baptist

Stewart, Rev. Paul
507 N. Calhoun
Christian-Disciple of Christ

Stewart, Rev. W. D.
Flipper Chapel A.M.E.
Osceola and Saxon Streets

Stewart, Rev. William D.
102 Cabpel Drive
Westminster U.S. Presbyterian Church

Styles, Rev. Walter
P. O. Box 3012
Faith U.S. Presbyterian

Tally, Rev. David
602 W. Call Street
Baptist Student Union

Taylor, Rev. Robert
415 E. Crossway Road
Southside Missionary Baptist Church

Tease, Rev. Desmond
P. O. Box 823
First Disciple of Christ Christian Church

Teffeteller, Rev. Gordon
731 Gadsden Street
Gadsden Street Church of Christ

Temoshchuck, Rev. John
1704 Otis Street
University Heights Baptist Church

Thomas, Rev. R. Davis
P. O. Box 566
First U.S. Presbyterian Church

Thompson, Elder E.
600 Dunn Street
First Born Church of the Living God

Tindall, Rev. Ray And Rev.
Rev. Mifford Hancock
908 Miccosukee Road
East Hill Baptist Church

Tomberlin, Rev. R. P.
333 Ausley Road
Seminole Baptist Church

Turner, Rev. A. P. (retired)
319 W. Pershing St.
Missionary Baptist

Wade, Rev. Guy
218 W. 7th Avenue
Lakeview Baptist Church

Wagner, Rev. Robert F.
525 W. Call
Call St. Church of Christ

Welch, Rev. Frank
Route 4, Box 467-M
Bethel Methodist Church

Williams, Rev. Douglas
535 W. College Avenue
Episcopal Student Center

Williams, Rev. J. J.
1212 Levy Avenue
Bloxham Heights
Pentecostal Holiness Church

Wilson, Rev. C. W.
1128 Alabama Street
Mt. Zion P. B. Church

Wood, Rev. C.
Tabernacle Baptist
Pensacola and McComb Streets

Wood, Rev. William
1510 Chowkeebin Nene
Immanuel Baptist Church

Woodall, Rev. V. A.
1820 Mayhew Drive
Community Church of God

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Valdosta and Lowdes County Voters League
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Valdosta, Georgia

Mr. Silas Smith
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Warner Robins, Georgia

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630½ Fletcher Street
Thomasville, Georgia

Mr. P. B. McCoy
President
Keystone Voters and Civic League
1021 Blackwell Street
Waycross, Georgia

Mr. Charles Sherrod
Dougherty County Resources Development
P.O. Box 1641
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Savannah, Georgia 31401

Mr. N. T. Young, Sr.
1112 12th Street
August, Georgia

Mr. G. D. Miller
Glynn County Voter
Education Project
1304 Glochester Street
Brunswick, Georgia

Mr. Houston Stallworth
Chairman
Citizenship Education
Commission
P.O. Box 179
Fort Valley, Georgia

Mr. George W. Ford
Progressive Funeral Home
Buena Vista Road
Columbus, Georgia

Mr. William Randall
Bibb County Coordinating
Committee
845 Forsyth Street
Macon, Georgia

Mr. Ruben L. Gamble,
President
Dublin-Lauren County Branch
NAACP
P.O. Box 1033
Dublin, Georgia

Invitation to the U.S. Commisson on Civil Rights hearing to be sent to the following:

Community Leaders, Florida

Name	Address
Rev. James M. Gaffaney	Rt. 3, Box 113, Monticello
Rev. S. Stewart	Rt. 3, Box 113, Monticello
	Liberty County
Mr. J.C. Littles	Rt. 1, Box 26, Bristol
Mr. & Mrs. Ulysses Marlow	Rt. 1, Box 7, Bristol
Mr. Emanuel Cox	Rt. 1, Box 6, Bristol
	Gadsden County
Rev. Witt Campbell	203 E. Clark St. Quincy
Rev. J.L. Daniels	212 E. Clark St. Quincy
Mr. Willie Robinson	c/o Bill's Pure Oil Station, Quincy
Rev. J.F. Crutcher	302 S. 1st. St. Quincy
Johnny Watson	Rt. 3, Box 420-F Quincy
Sidney Daniels	" " " " "
Mrs. Alcenese Jackson	General Delivery, Chattahoochee
	Leon County
Rev. C.K. Steele	224 E. Boulevard, Tallahassee
Father David Brooks	2109 Owens St. Tallahassee
	Suwannee County
Rev. J.W. Jenkins	935 E. Hogee, Live Oak

ROSTER OF FLORIDA VOTERS LEAGUE

S. Beasley

Executive Committee

President	L. V. Davis 2212 N. E. 8th Avenue Gainesville, Florida
Vice President	Mr. Louis D. Benton- P. O. Box 419 Ft. Lauderdale, Florida
Secretary	Mrs. Essie K. James - P. O. Box 472 Palmetto, Florida
Assistant Secretary	Mrs. Ethyl Engram Riviera Beach, Florida
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Board of Directors

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Mrs. Annie P. Gayle	Palmetto, Florida
Attorney Ernest D. Jackson	Jacksonville, Florida
Ben Williams	605 Gordon Avenue Bartow, Florida
Dr. E. A. Ward	1813 N. W. 3rd Avenue Miami, Florida
James Hammond	2505 19th Avenue Tampa, Florida
Louis Thomas	Rte. 3 Box 115 Live Oak, Florida
Mr. C. F. Blalock	Perry, Florida
Rev. James C. Miller	P. O. Box 447 Madison, Florida

D I S T R I C T M O T O R C A D E C H A I R M E N

STATEWIDE VOTER REGISTRATION DRIVE FIRST ANNUAL MASS RALLY

Tinker Baseball Stadium, Orlando, Florida
September 17, 1966 - 10:30 a.m.

CHAIRMAN AND MAILING ADDRESS	COUNTIES SERVED
Mr. Norman Jones 2521 17th Avenue, South St. Petersburg, Florida 33713	Hernando, Pasco, Hillsborough, Pinellas
Mr. Ben Williams 605 Gordon Avenue Bartow, Florida 33830	Polk, Osceola, Brevard, Indian River
Mr. Willie Jackson Post Office Box 2560 Sarasota, Florida 33577	Manatee, Sarasota, Hardee, Desota
Mr. W. C. Taylor 900 South West Avenue "E" Belle Glade, Florida 33430	Highlands, Okeechobee, Martin, St. Lucie
Mr. T. B. Engram 1365 Yates Avenue Riviera Beach, Florida 33404	Palm Beach, Glades, Hendry, Lee
Mr. Joe Jackson 600 Strong Street Pensacola, Florida 32502	Escambia, Santa Roca, Walton, Okaloosa
Mr. Whit Campbell Post Office Box 110 Quincy, Florida32531	Holmes, Walton, Washington, Jackson,
Mr. Wilson Dossie 714 East 12th Court Panama City, Florida 32401	Bay, Gulf, Franklin, Wakulla, Liberty
Mr. Timothy Youngblood 904 East Eighth Street Panama City, Florida 32401	Bay, Gulf, Franklin, Wakulla, Liberty
Attorney John D. Due 504 West Brevard Street Tallahassee, Florida 32304	Gadsden, Wakulla, Leon, Jefferson,
Mr. Ed Duffie Secretary of State's Office Capitol Tallahassee, Florida 32304	Gadsden, Wakulla, Leon, Jefferson
Mr. C. F. Blalock 100 West Swift Street Perry, Florida 32347	Taylor, Madison, Hamilton, Suwanne

CHAIRMAN AND MAILING ADDRESS	COUNTIES SERVED
Mr. Edward Holt 1203 East Third Street Jacksonville, Florida 32202	Nassua, Duval, Baker, Clay
Mr. James Daniels 437 Colt. Street Daytona Beach, Florida	St. John, Putnam, Flagler, Volusia, Dixie
Mr. Walter Jenkins c/o Mr. John Burgess Richardon High School Lake City, Florida 32055	Columbia, Union, Bradford, Layafette
Mr. W. J. Anderson 495 West Second Street Ocala, Florida 32670	Alachua, Gilchrist, Marion, Levy
Reverend James D. Hagin Post Office Box 531 Sanford, Florida 32771	Citrus, Sumpter, Lake, Seminole
Dr. Von D. Mizell Post Office Box 8727 Fort Lauderdale, Florida 33300	Dade, Broward, Monroe, Collier

American Friends Service Committee
41 Exchange Place, S. E.
Atlanta, Ga. 30303

FLORIDA CONTACT LIST

* Attended meeting Tallahassee, April 23

ALACHUA COUNTY

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809 NE 22nd St
GAinesville
FR6 0425
teacher; ACTA

Albert L. Daniels *
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Gainesville 376 6923
Teacher; NAACP

Delano Filer *
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NAACP, Vots for Equal Rights

Paul G. Hahn *
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Gainesville 376 4909
AnthropologistSenghe ?? Memorial Found.

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Medical Tech.; NAACP

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Carol Thomas
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Fairman Wingate
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Gainesville

Joseph W. Welch
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Gainesville 372 9664
teacher: NAACP, CORE

Rev. Thomas A. Wright
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Gainesville 66516 (?)
NAACP - no

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1003 Kirklin Ave
Panama City, Fla

William C. White
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Timothy Youngblood
904 East 8th St
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Rev. L. Echols
608 River St
Blountstown

COLUMBIA COUNTY

Rev. and Mrs. W. H. Fortson
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P.O.Box 102
White Springs,

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August H. Vanden Bosche *
18910 NW 43 Ave
Opalocka 624-8674
Ex.Dir of FCHR

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D. J. Downing
719 West 8th St
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DUVAL COUNTY

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6520 Mittford Road
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Volney E. McFarlin
1506 East Baars St
Pensacola

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Pensacola HE8 4844

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Pensacola

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509 Watson St
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James McNealy and
Horace Lee
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Mary B. White
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Chattahoochee

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Havana 534 6333

Pearlene Harwin
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Quincy MA 7 8958

Mrs. Vivian D. Kelly *
216 Patton St
Quincy 627 8819
teacher; NAACP

Rev. J. E. Myers
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Louis M. Robinson *
Route 3, Box 434
Quincy 627 6168
C.I.G. (Civic Interest Group)

William Robinson *
640 South Roberts St
Quincy 627 7979
C.I.G.

Johnny Lee Watson
Route 2, Box 370-A
Quincy

JACKSON COUNTY

Miss Janice Baker *
227 Horne Ave
Marianna HU2 4570
NAACP; student

Mrs. Ernestine Collins *
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Marianna 482 8381
NAACP

Gye L. Long *
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Marianna HU2 7112
teacher; NAACP

Carol R. Marks *
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Marianna 482 7064
NAACP; High School senior

Mr. H. A. Swilley
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Marianna 482 3379
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Sneads

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Lamont 997 2601
Jef. Cty Voters League

Rev. Sylvester Stewart *
Lamont 997 2601
Jef. Cty Voters League

Mrs. G. B. Carrty
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Willie Gallon *
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Emma Lee Gallon *
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A.A.CP. ??

Mrs. Gracie Gallon Hardy
Route 2, Box 134
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LEON COUNTY

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Tallahassee

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Tallahassee 222 3182
Council of Human Relations

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Tallahassee 224 5092

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Tallahassee 224 6543
minister

William Hill
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Tallahassee

LEON COUNTY

Mrs. Suwannee Lewis
P.O.B ox 322
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Tallahassee 222 1742

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Mrs. Tempie F. Morris *
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Tallahassee 222 4257

Rev. Daniel B. Speed *
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Tallahassee 224 3229 & 222 4469
Pres. Talla Branch NAACP

Robert Spivey *
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Tallahassee 385 1532
Teacher;Council on Humal Rel.

Linda Weintraub
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Tallahassee

Mrs. Versie Young
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Tallahassee

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Bristol

LIBERTY COUNTY

Henry Hunter III *
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Bristol

J. C. Little *
Box 22
Bristol

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Mrs. Nellie Henderson
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Jimmie Braynt *
P.O.Box 503
Madison
NAACP

Jesse James McCall *
Route 3, Box 205
Madison
NAACP

Willie McDaniel
Route 3, Box 226
Madison

ST. JOHNS COUNTY

Mrs. Loucille Plummer
177 Palmo St.
St. Augustine VA 9 6406 : VA 9 5186
SCLC; Nurse (fired for implementing the C. R. Bill)

SUWANEE COUNTY

E. K. Bass
P.O.Box 396
Live Oak

Charles Burke *
945 McGee St
Live Oak
NAACP

Rev. J. W. Jenkins
945 McGee St.
Live Oak

SUWANNEE COUNTY

C. J. Lester *
P.O.Box 307
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Rev. Elder J. C. Lester *
Live Oak 362 2750
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TAYLOR COUNTY

Essie Mae Anderson *
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Perry 458 2382
NAACP

Smith Belcher
116 Fourth St
Perry 458 8652
NAACP

Richard Bell, Jr.
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Perry

Rev. Harvey Ford *
Suwannee St
Perry 456 22???

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Daytona Beach

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Deland 784 4173
Retired Principal

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St. Marks

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Mrs. Ethel Triplett *
Route 2, Box 129
Crawfordville

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Mrs. A. K. Campbell
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Chipley

DADE COUNTY (Cont'd)

Gilbert L. Porter
1081 NW 56 Street
Miami

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Rev. Hugh Anderson	834 S.E. 11 St.	372-8693	yes
Rev. Sam Bannister	1217 N.E. 7 Pl.	none	
Rev. Otis Blake			
Rev. P. J. Cason	Rt. 3, Box 381	376-1845	
Rev. James Cato	508 N.W. 4 Ave.	376-6907 (home)	372-9148 (business) yes
Rev. S. M. Daniels	830 N.W. 7 Ave	372-4659	
Rev. Tony Davis	Rt. 3, Box 384	372-9968	
Rev. Jerry Davis	Rt. 3 Box 384	372-9968	
Rev. Willie M. Days	1631 N.W. 4 Ave	376-7079	
Rev. Damon Dell	717 N.W. 5 Ave.	376-5279	
~~Rev. H. Foye~~	~~708 S. W. 6 St.~~	~~376-7105~~	yes
Rev. R. J. Gainous	602 S.W. 5 St.		
Rev. W. C. Green	506 N.W. 7 Terr		
Rev. R. S. Ford	311 N.W. 55 St	372-5261	
Rev. George Fair	517 S.W. 3 St.	376-8188	
Rev. W. M. Ferguson	221 N.W. 7 Ave	372-7430 (home)	372-4872 (church)
Rev. Richard Harrison	82? N.E. 23 St.	376-4514	
Rev. L. A. Haisley	753 N.W. 8 St.	372-0750	yes
Elder Richard Hines	829 N.E. 19 Terr	376-5659	
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Rev. C. J. Johnson	527 S.E. 1? Terr.	376-4354	
Rev. Davie Joiner	1622 N.E. 9 Ave	372-1140	
Rev. H. K. Kinsey	41? N.W. ? St.	372-6?52	
Rev. Henry R. Lawson	1629 S.E. 12 Pl.	376-6478	yes
Elder Lonzie Lewis	?25 N.E. 18 Terr.	372-6282	
Elder M. M. Lindsey	920 N. Main St.	376-6577	yes
Rev. J. L. Middleton	1929 N.E. 7 Pl	372-2875	
Rev. L. W. Mosley	416 S.E. 13 Terr.	376-2?22	

Rev. Amos Odom 4001 N.W. 5 St. 378-7946 not home

Rev. G. W. Parker 1516 S.E. 12 Ave

Rev. James B. Scott 824 N.W. 2 St. 372-0731 not home

Rev. S. J. Simpson 4001 N.W. 6 St. 372-8381 yes

Rev. W. L. Souder 1230 S.E. Waldo Rd. 376-3110 yes

Rev. Adell Stuart 318 N.W. 4 Ave,

Rev. Johnnie Thomas 101 S.E. 13 Terr. 376-6958 no

Rev. L. A. Tillman 515 S.E. 12 Terr 376-6062 yes

Rev. Elisha H. Walker 331 N.W. 9 St. 376-3657 will try

Rev. Richard D. Walton 822 N.W. 2 St. 376-1461 will try

Rev. B. F. Weary 804 N.W. 5 Ave. 378-2922 yes

Rev. D. E. White 1103 N.E. 4 Ave. 376-6630 will try

Bishop Henry Williams 1109 S.E. 7 Way 376-5714 yes

Rev. James C. Williams 1512 N.E. 3 Ave 378-3198 no answer

Elder James N. Williams 1520 N.E. 8 Ave. 372-4900

Bishop M. M. Williams 204 S.E. 13 Lane 376-3545 not well

Rev. F. W. Wilson 906 N.E. 25 St. 372-2084 yes

Rev. T. A. Wright 503 N.W. 4 St. 376-6516 about one

Rev. Arthur Wrighten 211 N.W. 6 Ave 376-6309 no

Elder Otto Horace McGaughy 3045 W Univ 372-1929

Cobat
list

PUBLIC RELATIONS COMMITTEE MAILING LIST

USE OF

THE WEST ASCENSION

CORE CHAPTER

Donaldsonville, Louisiana

PUBLIC RELATIONS COMMITTEE MAILING LIST

NEWSPAPERS & TV STATIONS

1.	Donaldsonville Chief	Mr. Bobbie Dugas, Editor	Donaldsonville
2.	Gonzales Weekly	Editor	Gonzales
3.	Morning Advocate	Editor	Baton Rouge
4.	News Leader	Editor	Baton Rouge
5.	Louisiana	Editor	New Orleans
6.	Lafayette Blaze	Editor	Larayette
7.	Assumption Pioneer	Editor	Napoleonville
8.	KEVL	Mr. Larry Todd	Box 418 Plaquemine

SOCIETIES

1.	Old Folks Union	Sam Clark, Pres.	Donaldsonville
2.	Eastern Star Scottish Rites	Mrs. Lessie Gaines, Pres.	Donaldsonville
3.	True Friend Benevolent Association	John Schomberg, Pres.	Donaldsonville
4.	Hirman Lodge #12	George Alexander, ~~Pres.~~ Wendell Monte	Donaldsonville
5.	Tabnernacle Lodge #87	Russell Leavings, Pres.	Donaldsonville
6.	Ideal Benovelent Assn.	Mrs. Elzenia Johnson	Donaldsonville
7.	Ladies of Victory	Mrs. Rita LeBlanc, Pres.	Donaldsonville
8.	Ladies of Prompt Succor	Mrs. Irene LeBlanc, Pres.	Donaldsonville
9.	Ladies of Progress	Mrs. Ruby Johnson, Pres.	Donaldsonville
10.	Knights of Peter Claver	George Thompson, Pres.	Donaldsonville
11.	Ladies Auxiliary of KPC	Mrs. Norma Hawkins, Pres.	Donaldsonville
12.	The Pride of St. Phillip	Millie Thomas, Pres.	Modeste
13.	The Willing Workers	Willie Willis, Pres.	Modeste
14.	St. Mary Benevolent	Ben Kinsey, President	Modeste
15.	St. Peter	Mrs. Emily Bouva, Pres.	Hohen Solms
16.	New Hope Benevolent	Eugene Delaney, Pres.	Chatmanville

APEA MEMBERS (by schools)

GEORGE WASHINGTON CARVER ELEMENTARY (16)

1. L. C. Christy, Principal
   Rt. 1, Box 599, Prairieville
2. James W. Smith, Asst. Prin.
   1942 Georgia Street
   Baton Rouge, Louisiana
3. Miss Marion Aikens
   Box 1, Prairieville
4. McKinley Anderson
   Rt. 1, Box 171, Geismar
5. Henry J. Bailey
   211 Cornerview Street, Gonzales
6. Mrs. Ameila G. Christy
   Duplessis
7. Mrs. Gloria M. Christy
   Rt. 1, Box 599, Prairieville
8. Mrs. Mary H. Clark
   1635 Olive Street
   Baton Rouge, Louisiana
9. Mrs. Deloris R. Cushenberry
   Rt. 1, Box 550, Gonzales
10. Mrs. Lucille F. Doyle
    Box 475, Geismar
11. Mrs. Gertrude S. James
    2122 Carolina Street, Baton Rouge
12. Mrs. Henrietta T. McNair
    2704 Gracie Street, Baton Rouge
13. Mrs. Evelyn C. Minor
    2045 Kansas Street, Baton Rouge
14. Mrs. Mary J. Sellers
    1286 N. 36th Street, Baton Rouge
15. Mrs. Georgia M. Smith
    1942 Georgia Street, Baton Rouge
16. Mrs. Juanita H. Virdue
    512 Saguare Avenue, Baton Rouge
17. Miss Janet Ganes, Modeste
    (Substitute, 2nd. Sem.)

MARCHAND ELEMENTARY (11)

1. Joseph Hill, Principal
   Geismar
2. Jesse J. Bartley
   Rt. 1, Box 213, Convent
3. Mrs. Marion Bartley
   Rt. 1, Box 213, Convent
4. Miss Victoria Canty
   Rt. 2, Box 177
   Donaldsonville
5. Miss Eloise M. Graves
   Box 1
   Darrow, Louisiana
6. Miss Deloris Hill
   Box 77
   Darrow, Louisiana
7. Mrs. Rosa F. Johnson
   728 East Grant Street
   Baton Rouge, Louisiana
8. Mrs. Irma T. Knight
   734 North 29th Street
   Baton Rouge, Louisiana
9. Mrs. Ann S. Pedescleaux
   Box 54
   Darrow, Louisiana
10. Victor Pedescleaux
    Box 54
    Darrow, Louisiana
11. Mrs. Carrie Lee Christy
    1211 Cardinal Street
    Baton Rouge, Louisiana

LOWERY HIGH (63)

1. E. C. Land, Principal
Box 311
Donaldsonville

2. Mrs. Laura B. Anderson
Rt. 1, Box 171 Geismar

3. Charles G. Augusta
36 W. 10th Street
Donaldsonville

4. Mrs. Emily Brazier
Drawer 591
Donaldsonville

5. Miss Barbara Brooks
412 Orange Street
Donaldsonville

6. Mrs. Emelda C. Burch
Rt. 1, Box 229
Donaldsonville

7. Lawrence Butler
Rt. 1, Box 122
Donaldsonville

8. Mrs. Claudia J. Celestine
Rt. 2, Box 62, St. James

9. Mrs. Sylcia W. Chatman
406 Charles Street
Donaldsonville

10. Mrs. Hazel D. Clark
701 Orange Street
Donaldsonville

11. Miss Claudette M. Claverie
621 Claiborne Street
Donaldsonville

12. Mrs. Jaunita M. Dandridge
709 Orange Street
Donaldsonville

13. Thaddeus E. Dandridge
709 Orange Street
Donaldsonville

14. Miss Eva Mae Dennis
Box 31, Darrow

15. Miss Vivian A. Franklin
Box 22, Darrow

16. Mrs. Dorothy B. French
804 Catalpa Street
Donaldsonville

17. Miss Marva B. Ganes
Rt. 1, Box 127B
Modeste

18. Miss Dorothy M. Hardy
912 Mulberry Street
Donaldsonville

19. Miss Mildred J. Haymond
Box 12, Modeste

20. Mrs. Williana A. Hill
Rt. 1, Box 68
Donaldsonville

22. Mrs. Odile J. Huey
413 West Third Street
Donaldsonville

22. Wilbert B. Huey
413 West Third Street
Donaldsonville

23. Miss Mary Aline Jackson
514 Pine Street
Donaldsonville

24. Mrs. Dorothy S. Julien
700 Catalpa Street
Donaldsonville

25. Mrs. Mae Rose Julien
Rt. 1, Box 106B
Donaldsonville

26. Mrs. Trudye F. LeBlanc
511 Nicholls Street
Donaldsonville

27. Miss Inez S. Levy
514 Opelousas Street

28. Mrs. Opeary Loche
518 Albert Street
Donaldsonville

LOWERY (continued)

29. Miss Maxine Madison
Rt. 2. Box 177
Donaldsonville

30. Hiram M. Martin
Box 22, Donaldsonville

31. Basile Miller
715 Walnut Street
Donaldsonville

32. Miss Helen B. Mitchell
Box 325, Donaldsonville

33. Mrs. Audrey C. Octave
Box 142, Donaldsonville

34. Miss Vivian V. Owens
912 Mulberry Street
Donaldsonville

35. Miss Lenora Parker
518 Albert Street
Donaldsonville

36. Miss Josephine M. Pratt
408 St. Patrick Street
Donaldsonville

37. Mrs. Audrey H. Preston
511 West 5th Street
Donaldsonville

38. Ralph E. Ricardo, President (APEA)
709 Walnut Street
Donaldsonville

39. Mrs. Eleanor S. Sherman
520 St. Patrick Street
Donaldsonville

40. Mrs. Angerella W. Simms
518 Albert Street
Donaldsonville

41. Mrs. Emma L. Sims
712 Orange Street
Donaldsonville

42. Clinton A. Smith
800 Catalpa Street
Donaldsonville

43. Miss Hazel E. Smith
Box 291, Donaldsonville

44. Mrs. Olevia R. Smith
518 Albert Street
Donaldsonville

45. Mrs. Joyce S. Soule'
Box 15, Darrow

46. Mrs. Gloria Spurlock
613 St. Patrick Street
Donaldsonville

47. Alfred Stewart
Box 2, Donaldsonville

48. Miss Esther Stewart
Rt. 1, Box 54
Donaldsonville

49. Mrs. Iona J. Stewart
Box 2, Donaldsonville

50. Mrs. Sammy Lee Truehill
Box 416, Napoleonville

51. Miss Angelina E. Washington
706 McGinnis Street
Donaldsonville

52. Mrs. Hilda L. Worley
Box 51, Plattenville

53. Miss Babbette Joseph (resigned)
705 McGinnis Street
Donaldsonville

54. Mrs. Ruby D. Smith
Box 31, Darrow

55. Miss Eleanor Ricardo
Donaldsonville

56. Miss Constance Cubie

57. Miss Barbara Ricardo

58. Mrs. Alice Graves

59. Miss Vera Irvin

60. Miss Rosemary Black

LOWERY (continued)

61. Mr. Charles Stephens

62. Miss Rose Ann Pedescleaux

63. Miss Janet Ganes
Modeste

PRAIRIEVILLE HIGH SCHOOL (23)

1. Wilford C. Christy, Principal
Box 536, Prairieville

2. Miss Hazel A. Cage
Box 291, Sorrento

3. Edgar A. Cage
848 S. 17th Street
Baton Rouge

4. Mrs. Joyce T. Christy
Rt. 1, Box 601
Prairieville

5. Larry Christy
Rt. 1, Box 601
Prairieville

6. Noel Christy
1211 Cardinal Street
BatonRouge

7. Shelly Christy
Rt. 1, Box 548
Prairieville

8. Earl Coleman
5170 Astoria Drive
BatonRouge

9. Mrs. Betty Gipson
Box 641, Gonzales

10. Lawrence Gipson
Box 641, Gonzales

11. Mrs. Doretha S. Harrell
Rt. 2, Box 71, Gonzales

12. Mrs. Carrie Bell Nerson
1660 Olive Street
Baton Rouge

13. Mrs. Odeal F. Hill
Rt. 2, Box 71
Gonzales

14. Edward Jackson
Box 129, Geismar

15. Mrs. Ruby Mae Jackson
Box 156, Geismar

16. Mrs. Irene C. Kennedy
2138 Harding Blvd.
Baton Rouge

17. Mrs. Willie Mae Lewis
Box 03, Prairieville

18. Mrs. Irma S. Rixner
Rt. 2, Box 47
Gonzales

19. Miss Ida J. Robinson
1854 Arkansas
Baton Rouge

20. Mrs. Lottie H. Sims
564 Cotton Street
Baton Rouge

21. Miss Marion West
Rt. 1, Box 536
Prairieville

22. Mrs. Aulger Wilkins
608 Railroad Avenue
Donaldsonville

23. Miss Mildred Mulberry
Rt. 2, Box 65
Gonzales

CHURCHES	PASTORS	ADDRESSES
1. St. Landry Methodist		
2. Greater Israel Baptist	Rev. M. J. Alcorn	Belle Alliance
3. Mt. Clavery Baptist	Rev. John Darville	Geismar
4. True Light Baptist	Rev. Upton Barnes	Prairieville
5. Mt. Pilgrim Baptist	Rev. Henderson Jackson	Geismar
6. Progressive Baptist	Rev. John Darville	Geismar
7. Church of God in Christ	Rev. Leon West	Prairieville
8. New St. John Baptist	Rev. A. L. Smith	Gonzales
9. Do ?Right Baptist	Rev. Junius Craig	Sorrento
10. Little Zion Baptist	Rev. A. L. Smith	Gonzales
11. Little Rock Baptist	Rev. Lester Stephens	Geismar
12. Mt. Gillion Baptist	Rev. Isiah Barnes	Prairieville
13. Westley Methodist	Rev. Walter A. Barabie	Napoleonville
14. St. Paul Baptist	Rev. Morris Stephens	Gonzales
15. African Universial	Rev. Gilbert Brown	Geismar
16. St. Paul Baptist	Rev. James Delaney	Duplessis
17. Mt. Clavary Baptist	Rev. Charles Pedescleaux	Modeste
18. First Baptist	Rev. James Delaney	Donaldsonville
19. Haven Methodist Chapel	Rev. U. R. La fayette	Darrow
20. St. Peter Methodist	Rev. C. L. Franklin	Donaldsonville
21. Mt. Pilgrim Baptist	Rev. A. Taylor	Donaldsonville
22. Mt. Zion Baptist	Rev. Austin Thomas	Darrow
23. Mt. Salem Baptist	Rev. Austin Thomas	Donaldsonville
24. Ebnezer Baptist	Rev. Victor Pedescleaux	DArrow
25. St. Matthew Baptist	Rev. August Gomez	Donaldsonville
26. Mt. Mariah Baptist	Rev. Upton Barnes	Donaldsonville (Abend
27. Hopeful Baptist	Rev. Mansfield Lawson	Marchand

PASTORS (continued)

28.	Greater Mt. Zion Baptist	Rev. Mansfield Lawson	Donaldsonville
29.	Second Mt. Olive Baptist	Rev. Coleman Johnson	Smoke Bend
30.	St. Cattherine of Sienna	Rev. Fitzpatrick, S.S.J.	Donaldsonville
31.	Emmanuel Baptist	Rev. John Polete	Barton
32.	First Mt. Olive Baptist	Rev. Richard Rayborn	Darrow
33.	New St. Peter Baptist	Rev. Simon Barnes	Darrow (St.Elmo)
34.	New Hopeful Triumph Baptist	Rev. Dorian White	Darrow Rt. 1, Box 168 Convent
35.	St. Charles Baptist	Rev. Percy Truehill	Paincourtville
36.	Beuna Vista Baptist	Rev. Henry Tribet	Lemannville
37.	First Israel Baptist	Rev. Alvin C. Daniels	Belle Alliance
38.	St. Phillip Baptist	Rev. Lester Stewart	Modeste
39.	St. Luke A. M. E.	Rev. Dar Dar	Donaldsonville
40.	Mt. Bethel Baptist	Rev. James Harris	Abend
41.	Mt. Triumph Baptist	Rev. Emile Johnson	Donaldsonville

BUSINESSMEN (Negroes)

1. Mr. Herbert Bea (Bea Bea Cleaners)
   Donaldsonville

2. Mr. Earl Nixon (Nixon Cleaners)
   Donaldsonville

3. Dr. J. S. Brazier (Brazier Drugstore)
   Donaldsonville

4. Mrs. Vivian Sullivan (Sullivan Bar)
   Donaldsonville

5. Mrs. Harold Julien (Farmer)
   Donaldsonville

6. Mr. Leonard Julien (Farmer)
   Donaldsonville

Business men Don

Mr Willie Travers - (Dwelle
Mr Arthur Williams (Williams Travers)
Mr Nolan Southern (Wagon Wheel)
Mr Raymon Julien (Corner Bar)
Mr Walter Ricard (Contractor
Mr John Travers (Contractor)
Mr Horner Richard (Barber)
Mr John Schumberg (Barber)
Mr Edward McKinney (Grocery)
~~Mr~~ Denby Dan ~~Sherrod~~ Gun-Home
Mr Sam Julien (Grocery)
~~Mr~~ Mr Ben Butler (~~Butler~~ Gun Home)
Mr Henry Robenson (Robenson Bar) Rt 1, Box 164 Welcome

Send NEW Brochure

PROGRAMS FUNDED THROUGH THE COMMUNITY DEVELOPMENT AGENCY OF THE HUMAN RESOURCES ADMINISTRATION (OEO: Federal funds; CDA: City Funds)

Office of Public Affairs
100 Church Street
566-2998 or 566-3808

MANHATTAN

Central Harlem

Cornelius F. Drew
Foundation
211½ West 141st St. 10030
234-4300
Director
John Peter Crady

School for 80 pre-school youngsters based on the Montessori method which stresses early academic work and educational play and assigns tasks designed to promote intergroup relatedness and awareness of social roles
CDA (thru 8/31)

HARYOU-ACT
Hotel Theresa
2092 7th Ave. 10027
865-3300
Director
Charles King

Community action program including job counseling, referral and training. Aid for housing and welfare problem. Narcotics prevention and education. Graphic and performing arts, cultural activities, scholic information and referral, school problems, health, education, youth development and leadership, (cadet corps) training & rehabilitation for unwed mothers.
Funded thru OEO

Harlem Teams for
Self-Help (formerly ACT)
179 West 137th St.
AU 6-1100 10030
Director
David Jones

Job training, youth development and leadership (cadet corps)
Funded thru CDA & OEO

New York City Rent
& Rehabilitation Adm.
206 West 114th St. 10026
666-2171
Director
Mr. Bondurant

Physical and social rehabilitation of 37 tenements in 114th Street block. Program uses local contractors, assists families with rent supplement, and plans social service programs.
Funded thru OEO

United Block Association
68 East 131st Street
281-6000 10037
Director
Lee Reile

Involve and motivate 700 youths of Harlem and Bronx to help themselves and the community through Youth Center and Cadet Corps.
Funded thru CDA

East Harlem

East Harlem Block
Nursery School
94 East 111 St. 10029
369-3338
Director
Tony Ward

Bi-lingual nursery school to enable Spanish speaking children to enter school with good English. Program also endeavors to interest parents in children's educational needs.
Funded thru OEO

East Harlem Neighborhood
Study Club
1936 Second Ave. 10029
AT 9-9600
Director
Nora K. Bowens
LE 4-7900

Offer tutoring services to 200 children (from third grade to high school) in East Harlem daily from 3:30 to 7:30
Funded thru CDA

East Harlem Tenants Council
1714 Lexington Avenue
FI 8-5555
10029
Director
Ted Velez

Community action program, including multi-service center offering family counselling, guidance, and referral services for people with emotional problems; supermarket job training and placement; consumer education and recreation. It operates food buying clubs; helps tenants fight housing violations and get new apartments; aids welfare recipients and provides free legal services It also has involved the community in developing plans for a low-income housing project under Section 221 (d) of the Housing Act of 1965. (East Harlem Redevelopment Corporation: Four twenty-five story apartment buildings including facilities for daycare youth center and health clinic.; Funded thru CDA

NEHD-Massive Economic
Neighborhood Development
200 East 116 Street
348-1222
10029
Director
Edward Daniels

Community action program organized into ten sub-communities, counseling and referral and assistance for employment, housing, and welfare problems; consumer education and action program; health education
Funded thru CDA

Metro North Conservatives
Community Project
324 East 102 Street
831-9120
10029
Director
Ramon Diaz

Job placement counseling & for teenagers in offices and non-profit agencies; tutoring for high school equivilency and math; English for Spanish-speaking; stenography and typing; sports, arts & crafts.
Funded thru OEO

Upper Park Avenue
Community Association
1693 Park Avenue
348-7740
10035
Director
Margaret Jenkins
Mary Iemma

Community action program, including two store-fronts with after school tutoring, evening youth recreation, sewing, English for Spanish-speaking, adult literacy classes aid for welfare and housing problems, non-profit housing cooperation to rehabilitate housing & construct new buildings under 221 (d) 3 of the Housing Act.
Funded thru CDA

Lower East Side

Lower East Side
Community Committee
133 Henry Street
962-2067
10002
Director
Enriqure Flores

Plan program submission to CDA for and assist in preparation for community corporation elections for the area
Funded thru CDA

Mobilization for Youth
214 East 2 St.
OR 7-0400
10001
Director
Bertram Beck
Val Coleman

Community action program, including legal services, sewing co-operative, health occupation training, youth adventure corps (9-15) food training program (luncheonette) cultural arts, tutoring grade school children (homework helpers) adult education, social service counseling and referral.
Funded thru OEO

Sub Contractors:
LENA-Lower East Side
Neighborhood Association
119 Suffolk Street
SP 7-9090
10002

Planning group concerned with schools, housing, health; sponsor softball league
Funded thru CDA

Negro Action Group
115 Pitt St.
254-7050
10002
Director
Lyle Brown

Aid in filling out application; helps children who have been suspended from school; cultural day camp for 200 children with parents as teachers; remedial reading and math, arts & crafts; meat buying club Funded thru CDA

Council of Puerto Rican Organizations
16 Clinton Street
982-0552
Director
Pedro Selciano

Provides interpreters; preparation for high school equivileney; job counseling and placement; aid in preparing social security, medicare and housing applications
Funded thru CDA

Movimiento Puertorriquenos Unidos
200 East 3rd Street
228-9620
Director

Community action program, food cooperative, daycare center, aid for housing, welfare, and educational problems. Neighborhood Youth Corps training in photography and broadcasting. Funded thru CDA

Stanton Street Tenants Organization
166 Stanton Street
OR 7-0400 Ext 321
Director
Louisa Monteo

Sewing, typing and English classes; aid people with housing complaints, helps them fill out applications for projects and find apartments. Funded thru CDA

Negro Federation
217 East 3rd Street
477-9260
Director
Gene Small

Daycare center
Funded thru CDA

PROJECT ENABLE(Jewish Family Service)
Urban League of Greater New York
204 West 136 Street
AU 6-9500
Director
Harold G. Pollard

Counseling and discussion groups with parents own problems of child rearing, discipline, unemployment, schooling, welfare and social service. Funded thru OEO

Operation "Open City"
Urban League of Greater New York
217 West 125th Street
663-9500
Director
Elizabeth Hober

Program aims at assisting minority group families in finding housing in non ghetto areas. Funded thru CDA

Nativity Mission
204 Forsyth Street
477-2472
Director
John Ettlinger

Educational, cultural, social services for 150 children and their families, includes homework help, case work and community organization. Funded thru OEO

Two Bridges Neighborhood Council
271 East 4th Street
227-5480
Director
Barbara Schramm

Tri-lingual parent workshop-(English, Spanish, Chinese), to stimulate and teach parents to participate in their children's education. Wednesday night classes in reading. Funded thru OEO

"Action for Progress"
University Settlement
184 Eldridge Street
47 Stanton St.
OR 4-9120
Director
Joseph Kreisler

Community action program, Youth center, daycare facilities, psychiatric counseling, housing clinic, for six-block area
Funded thru OEO

Lower West Side

Bank St. College
524 West 42 Street
564-7022
Director
Hyman Wolotsky

Multi-Purpose Pre School Center. Provides social & educational opportunities for pre-school children from problem families with heavy emphasis on information, tutoring, guidance for parents. Funded thru OEO

Lower West Side Comm. Progress Center 348 West 34 Street 736-4455 10001 Director William Nichols	Community service aides, counseling, referral and assistance for employment, housing, welfare, and family problems. Consumer buying clubs, remedial education, youth work experience in building, maintenance repair, sewing, marketing, and clerical work (Neighborhood youth corps) Funded thru OEO
Upper West Side Goddard Riverside Community Center 161 West 87 St. 10024 TR 3-6000 Director Thomas Wolfe	Operate mover-helper service, teenage service corps, volunteer & employment referral service, & small group activities for 4,000 residents of area. Funded thru OEO
BRONX New York City Botanical Gardens Bronx, New York 10458 LU 4-8500 Director Thomas Everett	Two year work education program with stipend for youths of high school age, to receive high school equivalency while training to be gardeners. Funded thru CDA
Hunts Point Hunts Point Community Progress Center 953 Southern Blvd. 991-5650 10059 Director Dr. Helen Mitchell	Job counseling and placement;. A community action program with tutoring for school children; training for youth for jobs in banks and offices; job training for ex-addicts; consumer education; aid to people seeking small business loans; aid to welfare clients. Funded thru OEO
Morrisania Morrisania Community Progress Center 1169 Boston Road 10456 589-0644 Director Carlton Perry	A community action program with job counseling and placement; training in clerical skills, typing, stenography and business machines, including operation and repair; instruction in homemaking skills, daycare center; remediation in reading & math; high school equivilency classes; family planning; Operation HELP (Health Education Leadership Program) to fight V.D. Operation PLUS (Personal Logic Underlying Success) a charm course; housing aid; aid to Senior Citizens in obtaining social security and medicare benefits; English for the Spanish-speaking; classes in real estate, insurance and bookkeeping; modern dance; arts & crafts. Funded thru OEO
South Bronx South Bronx Community Progress Center 360 East 149 Street 10455 292-7120 Director Gladys Harrington	A community actior program with teenagers learning art & design, photography, layout, poster work; shorthand; carpentry; cooking, catering; work as lab assistants, nurses aides, social service aides; dairy buying clubs and consumer education; school aide training program; job counseling and placement. Funded thru OEO
Community Action for Neighborhood Development Inc. CANDI, 2805 3rd Avenue 10455 Director Rev. George E. Hardy	Grant for information, short-term counseling, referral service for target residents of the South Bronx . Funded thru CDA

Operation Discovery
Brooklyn Children's Museum
185 Brooklyn Avenue
PR 4-2968 11213
Director
Robert Chadis

Daily educational program for pre-schoolers and 8-14 age group to interest them in science. Program also aims to educate parents to encourage their children's interest in the field of science.
Funded thru OEO

TRY- Training Resources
for Youth Central
1121 Bedford Ave.
789-1215 11216
Director
Paul Sharer

Train 600 out of school and unemployed Bedford-Stuyvesant youths 17-21 in 6 main areas: food, auto mechanics, diseal mechanics, small business machines, heating and refrigeration. Funded thru OEO, HEW, US. Dept. of Labor

Bushwick

Bushwick Neighborhood
Coordinating Council
267 Central Avenue 11221
Brooklyn, New York
Director
Audrey Johnson

A Community action program made up of block associations; centers give aid with health, sanitation, employment, housing, education and welfare problems; youth recreation and babysitting; citizenship education. Funded thru CDA

Brownsville-East New York

Brownsville Community Council
1653 Pitkin Avenue
385-4608 11212
Director
Major R. Owens

Community action program, head start, youth remedial education, counseling, and education, (adventure corps and college career clubs) young troopers and Brownsville cadet corps. Funded thru CDA

Brownsville-East New York
Community Progress Center
505 Sutter Avenue 11207
DI 5-2828
Director
Mrs. Mona Greene

A community action program, with manpower counseling and placement training for clerks, typists and maintenance workers; consumer buying club; English for Spanish-speaking; family planning. Funded thru OEO

Council for a Better
East New York
810 Sutter Avenue 11207
408-5700
Director
John E. Williams

A community action program with job counseling and placement; cooperative and buying clubs; aid to welfare recipients legal aid; remedial education for people who know little English. Funded thru CDA

BROOKLYN

Bedford-Stuyvesant

Bedford-Stuyvesant
Youth in Action
1180 Fulton Street 11216
789-6161
Director
Walter Pinkston

5 Neighborhood Centers: Boards elected by the community to plan and operat community action programs in the 5 different areas.
Public Relations & Information: To inform area residents of available services and train youths in aspects of publicity: art, photography, etc. Funded thru OEO

Coney Island

Coney Island Community
Family Center
1907 Mermaid Avenue 11224
449-7100
Director
Atkins Preston

Operates as neighborhood service center for the area; provides counseling, baby sitting service.and with welfare and housing problems. Funded thru CDA

Fort Greene

Fort Greene Community
Progress Center
649 Fulton Street 11217
522-6565
Director
Mrs. Marguerite DeAbrev
643-5622

A community action program, with manpower testing, counseling, referral and placement, welfare and housing aid, a consumer buying club and action program and social activities for senior citizens. Funded thru OEO

Visiting Nurse Association
Willoughby House Settlement
149 No. Oxford Walk
443-3521
Director
Georgia McMurray

11235

Provide educational, vocational, social and other rehabilitation services for unwed pregnant teenagers. Funded thru OEO

South Brooklyn

South Brooklyn Community
Progress Center
78 Livingston Street
643-3521
Director
Louis Uchim

11201

A community action program, job counseling and placement; typing and clerical training; consumer education classes; Youth Center. Funded thru OEO

St. John the Baptist
790 Willoughby
443-5551
Director
Louis Hennigan

11206

Operate housing clinic; credit union, which provides loans and consumer education employment center; education and recreation for the mentally retarded; and case work. Funded thru OEO

Williamsburg

Williamsburg Community
Progress Center
815 Broadway
782-0787 - Director
782-5404 - Information
Director
Felix Cosme

11206

A community action program with job counseling and placement; remedial education in math and English; art classes; aid to welfare recipients; English for Spanish-speaking. Funded thru OEO

QUEENS

Long Island City

Long Island City
Community Progress Center
(QUALICAP)
42-15 Crescent St. Rm. 803
937-1800 Ext 11
Director
Lloyd Johnson

11101

A community action program with manpower counseling and placement; buying club, aid to people with welfare and housing problems typing training. Funded thru OEO

South Jamaica

South Jamaica Community
Progress Center
114-02 New York Blvd.
291-2015
Director
Eugene Sharpe

11434

A community action program with job preparation, secretarial training, tutoring in math and reading, consumer education, aid to welfare recipients, Senior Citizens center with arts & crafts
Funded thru OEO

Children's and Parents' Center
Queens College
157-11 Linden Blvd.
586-0544
Director
Jacqueline Peterson

11434

Pre-school education program which includes parent workshop with sewing and cooking classes, education in home management problems and provides information on community resources. Funded thru OEO

CITY WIDE PROGRAMS

ASPIRA
Puerto Rican Forum
296 Fifth Avenue
244-1110
Director
Frank Negron

10001

Develops youth leadership through counseling and clubs; promotes higher education; gives scholarships and college information; high school clubs focusing on Puerto Rican identity and problems; federation of parents.
Operate 4 centers: Manhattan: 296 Fifth Ave., 1974 Broadway Brooklyn: 161 Lawson St., Bronx: 420 East 149th Street.

College Discovery & Development Program
City University of New York
535 East 80 St. 10021
TR 9-2000
Director
Lawrence Brody

Assist 580 ninth grade students with carfare and expenses at $5.00 a day.
Funded thru CDA

College and Career Consultants
5 west 63 St. 10023
TR 7-9810
Director
Dr. Shirley Chartook

Keep academically able, potential dropouts in city colleges by providing counseling, financial help, scholarships and job opportunities. Funded thru OEO

Community Development Agency
100 Church Street 10007
566-5710
Director
~~George Nicolau~~ MAJOR OWEN

Administrative agency for New York City's Poverty Program, which provides technical assistance to all community action agencies.
Funded thru OEO

Federation of the Handicapped
211 West 14 Street 10011
CH 2-9050
Director
Charlotte Martin

PATH Program-Personal Aides to the Homebound. Train and employ aides, 65 and over to provide welfare and rehabilitation services to homebound persons.
Funded thru OEO

Head Start
280 Broadway 10007
566-4120
Director
Elizabeth Vernon

Program aims at academic and social adjustment of pre-school children to enable them to compete on a level with others their age; also assists parents with daily problems.
Funded thru OEO

PROJECT ENABLE(Jewish Family Service)
33 West 60 Street 10023
JU 6-2900
Director
Ruth Bonvillain

Counseling and discussion groups with parents own problems of child rearing, discipline, unemployment, schooling, welfare, and social service. Funded thru OEO

PROJECT RESCU
Dept. of Bldgs. 10007
2 Lafayette St.
566-2350
Director
Seymour Unger

City repairs emergency health & housing hazards and bills landlord for repairs. Five mobile repair units were established & employed people from poverty area to process & verify complaints. Bldg. Dept. inspectors & Real Estate Dept. estimators were also employed in the program. Funded thru CDA.

Office of the Narcotics Coordinator
250 Broadway 10007
566-3660
Director
Dr. Efren Ramirez

Program involves community orientation center, central screening laboratory, re-entry house, community development operations and a day-night care center. Funded thru CDA

Legal Aid Society
11 Park Place 10007
BA 7-2755
Director
Edward O. Carr, Esq.

Operate neighborhood law offices in Queens, the Bronx, and Staten Island, and supplement its other services. Funded thru OEO

United Parents Association 10022
381 Park Avenue, South
MU 5-3563
Director
Marion White

Operate self-help clinics for parent education in schools in 8 poverty areas. Program uses reachable parents to bring hard-to-reach parents into the program and conduct classes. Funded thru OEO

Youth Board
38 Park Row
433-3394
Director
10038

Subsidized youth work training with the following agencies:
1) East Harlem Youth Employment Service
2037 Third Ave. - TR 6-8522 10029
2) Police Athletic League
34½ East 12 St. - OR 7-1400 10003
Funded thru OEO

Retired Worker
Job Center
325 Broadway
566-4790
10007
Director
Vincent Cioffi

The center develops and finds jobs primarily for retired workers over 55 years of age.
Funded thru OEO and Labor Dept.

New York University
Graduate School of Business
68 Trinity Place
RE 2-5820
(phased out -- 9/30/67)
10006
Director
Oscar Ornati

Research study titled "Poverty & The Job Market". Researches employment practices blocking job opportunities for disadvantaged workers. Funded thru CDA

Puerto Rican Community
Development Project, Inc.
116 West 14 Street
255-3039
10011
Director
Jose Morales

Block workers for 100 neighborhood groups, Manpower counseling and training.
Funded thru CDA

Puerto Rican Family Institute
116 West 14 Street
924-6320
10011
Director
Augustin Gonzalez

Provide orientation and counseling for Puerto Rican families new to the states. Recruits and assigns well integrated PR families to help their fellow countrymen.
Funded thru OEO

Social Work
Recruitment Center
225 Park Avenue, South
OR 4-6550
10003
Director
Louis Levitt

Recruit social workers among Negroes and Puerto Ricans. Funded thru CDA

United Neighborhood Houses
114 East 32 Street
LE 2-7360
10016
Director
Clara Fox,
Kate Kolchin

Anita Lee

Gertrude Leventhal

Operate three centers for pre-school children and their parents, which mix different economic levels and races.

Manhattanville Community-Center 10027
530 West 133 St. AU 1-5100
Lenox Hill Neighborhood-Assoc. 10021
331 East 70 St. RH 4-5022
South Brooklyn Neighborhood Houses
297 Dean St. TR 5-7053 11217
Funded thru OEO

8/31/67 Compiled by Urban Corps interns Alan West and Joseph Adler

Mss 546 SEDFRE

Leadership Development Advisory Committee Members, 1956-1967

Box 21
Folder 4

State Historical Society of Wisconsin

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M E M O R A N D U M

TO: LEADERSHIP TRAINING ADVISORY COMMITTEE MEMBERS

FROM: Ronnie M. Moore November 1, 1966

Trying to get busy people to a meeting is indeed a task. Therefore, I am trying another mean to reach the same end. Here is a list of dates:

November	28
	29
December	5
	6
December	12
	13
December	19
	20

Please check all dates when you could possibly attend a six o'clock evening meeting at the Scholarship, Education & Defense Fund office, 150 Nassau Street, New York. I would like to hold the meeting as soon as possible. The date when the most of you can attend will be the date of the meeting.

Please return this form promptly. Many thanks.

M E M O R A N D U M

TO: MESSRS. RICH, McCAIN, GORDON, MACHLIN; MRS. LACEY, and LEADERSHIP TRAINING ADVISORY COMMITTEE MEMBERS

FROM: Ronnie M. Moore

November 2, 1966

SUBJECT: SCHEDULE OF WORKSHOPS

OCTOBER 28-29	Laboratory Training Session (Marathon) for trainers in Brooklyn, New York
NOVEMBER 11-13	Specialized workshop in Suffolk County, New York
NOVEMBER 12	Voter Registration Conference - Sixth Congressional District, Plaquemine, Louisiana
NOVEMBER 18-20	First Workshop in California General Leadership Training Series deDennoville Pines, Angeles Oaks, California
NOVEMBER 26-27	Specialized workshop on Citizenship Education for Louisiana residents Baton Rouge, Louisiana
DECEMBER 2-4	Specialized Workshop on Citizenship Education, Frogmore, South Carolina
DECEMBER 9-11	Second workshop in California General Leadership Training Series Los Angeles, California (site to be selected)
JANUARY 13-15	Third workshop in California General Leadership Training Series Los Angeles, California (site to be selected)
JANUARY 25-29	Five-day workshop on Community Organization Duckeystown, Maryland

SCHOLARSHIP,
EDUCATION AND
DEFENSE
FUND FOR
RACIAL EQUALITY inc.
150 NASSAU STREET
NEW YORK, N.Y. 10038
TELEPHONE 964-8210

MEMORANDUM

To: Leadership Development Advisory Committee Members November 15, 1967

From: Ronnie M. Moore

Trying to get busy people to a meeting is indeed a task. Therefore, I am trying another means to reach the same end. Here is a list of dates:

December 12
" 13
" 14
" 15

Please check all of the above dates that are possible for you to attend a six o'clock evening meeting at the SEDFRE offices, 150 Nassau Street, Room 1030, New York. I would like to hold the meeting as soon as possible. The date available to the majority of the committee members will be the date of the meeting.

Please return this form promptly in the enclosed, self-addressed envelope, so that we may inform you of the date chosen. Many thanks.

_____
Signature

Contributions are deductible for income tax purposes

■ *president;* Andrew E. Norman ■ *vice presidents;* William S. Ellis, Nannette Sachs ■ *secretary;* Ezra Levin ■ *treasurer;* Shelley Appleton ■ *executive director;* Marvin Rich ■ *leadership development director;* Ronnie M. Moore ■ *legal director;* Carl Rachlin ■ *BOARD OF DIRECTORS;* Nils R. Douglas, *chairman* ■ Robert Ausnit ■ James Baldwin ■ Katrina McCormick Barnes ■ Canon James P. Breeden ■ Robert Curvin ■ Charlotte Devree ■ Robert F. Drinan, S. J. ■ John Henry Faulk ■ Michael O. Finkelstein ■ Doris Freedman ■ Dr. Edward L. Gibson ■ James T. Harris ■ Claude Heckscher ■ Norman Hill ■ Clarence B. Jones ■ Dr. Archie Lacey ■ Joann List Levinson ■ Leon Modeste ■ Henry Morgenthau, III ■ Dr. William Stuart Nelson ■ Richard J. Schwartz ■ Elaine Slater ■ Norman Thomas ■ Rowland Watts ■ Pearl L. Willen

SCHOLARSHIP,
EDUCATION AND
DEFENSE
FUND FOR
RACIAL EQUALITY inc.
150 NASSAU STREET
NEW YORK, N.Y. 10038
TELEPHONE 964-8270

MEMORANDUM

To: Leadership Development Advisory Committee November 29, 1967

From: Ronnie M. Moore

Subject: Meeting Date - DECEMBER 12, 1967

We have determined, from the forms received by committee members, that Tuesday, December 12, is the best date for the meeting. We will start at 6 p.m. at the SEDFRE offices, 150 Nassau Street, Room 1030.

Please contact my secretary, Alice Teper, as soon as you receive this, to confirm your attendance.

I am enclosing a Leadership Development Prospectus, as well as New York Times reprints of articles on the highly successful School Board Seminar we held this past summer.

RMM:at
Enc.

Contributions are deductible for income tax purposes

▪ *president;* Andrew E. Norman ▪ *vice presidents;* William S. Ellis, Nannette Sachs ▪ *secretary;* Ezra Levin ▪ *treasurer;* Shelley Appleton ▪ *executive director;* Marvin Rich ▪ *leadership development director;* Ronnie M. Moore ▪ *legal director;* Carl Rachlin ▪ *BOARD OF DIRECTORS;* Nils R. Douglas, *chairman* ▪ Robert Ausnit ▪ James Baldwin ▪ Katrina McCormick Barnes ▪ Canon James P. Breeden ▪ Robert Curvin ▪ Charlotte Devree ▪ Robert F. Drinan, S. J. ▪ John Henry Faulk ▪ Michael O. Finkelstein ▪ Doris Freedman ▪ Dr. Edward L. Gibson ▪ James T. Harris ▪ Claude Heckscher ▪ Norman Hill ▪ Clarence B. Jones ▪ Dr. Archie Lacey ▪ Joann List Levinson ▪ Leon Modeste ▪ Henry Morgenthau, III ▪ Dr. William Stuart Nelson ▪ Richard J. Schwartz ▪ Elaine Slater ▪ Norman Thomas ▪ Rowland Watts ▪ Pearl L. Willen

SCHOLARSHIP, EDUCATION AND DEFENSE FUND FOR RACIAL EQUALITY inc.
150 NASSAU STREET
NEW YORK, N.Y. 10038
TELEPHONE 964-8210

RHM's copy - notes on 2nd page

To: Leadership Development Advisory Committee **December 12, 1967**

From: Ronnie Moore

Subject: Agenda - LDAC Meeting - December 12, 1967

I. Report on Training Activities

A. Mobile Workshop Series
B. Specialized Workshops

1. Police-Community Relations
2. School Board Seminar

C. Contracts

1. C.D.G.M.
2. Stryckers Bay
3. S.C.E.F.

D. Training Trainers Series
E. Work with Militant Social Action Groups (Week-long training session for Hill Parents Assoc. of New Haven, Conn.)

II. Evaluation of Training Efforts

III. Prospectus

A. Citizenship Education

1. What
2. Who
3. Where

B. Series

1. Curriculum
2. Follow-up
3. States

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C. One-Day Seminars Upon Special Request from Local Groups
D. Training Trainers Institutes
E. Specialized Workshops

1. Personal Growth
2. Community Relations
3. Intergroup Relations
4. Urban Renewal
5. Welfare Rights
6. Family Planning

F. Leadership Development Course for New York City (one month at the most)
G. Urban Training Center for Newark

IV. Materials Development

A. Skills
B. Public Programs
C. Community Organization
D. Organizational Building

V. Films and Video Tape Equipment

VI. Staff and Finances

VII. Volunteers

A. Administrative and Clerical Work
B. Writers
C. Printers
D. Research
E. Evaluate our Efforts
F. Faculty
G. Program Development
H. Fund Raising
I. Curriculum Planning and Development

Federal money for our activities

They don't know that we exist NYC

1965-66 (MM)

Leadership Training Advisory Committee

Herb Calendar - CORE, 38 Park Row, New York 38, New York

Robert Curvin - Leadership Training Institute, 217 West 125th Street, N.Y. City

Harold Fleming - Potomac Institute, 1501 18th NW, Washington, D.C.

Robert Gore - 180 West 135th Street, New York, New York

George Guernsey - AFL-CIO Educatinn Department, 815 16th NW, Washington, D.C.

Andrew E. Norman - Palisades, New York

Harry Schwartz - c/o Walter Thabit, 76 Reade Street, N. Y. City

Miss Ruth Turner - 1740 Crawford Road, Cleveland 6, Ohio

Dr. Preston Wilcox - Columbia School of Social Work, 2 East 91st Street, New York

Dr. George Wiley - CORE, 38 Park Row, New York 38, New York

LEADERSHIP DEVELOPMENT ADVISORY COMMITTEE

Herbert Callender	- Massive Economic Neighborhood Development, Inc. (M.E.N.D.) 200 East 116th St., NYC 10029
Earl W. Davis	- Committee on Political Education (C.O.P.E.), AFL-CIO 815 Sixteenth St., N.W., Washington, DC 20006
William Gellermann	- N.Y. State School of Industrial & Labor Relations, Cornell University, 7 East 43rd St., NYC
Norman Hill	- A. Philip Randolph Institute, 217 West 125th St., NYC 10027
Shirley Lacy	- SEDFRE, Welfare Rights Project, 112 So. Orange Ave., Newark, NJ
Frank Lugovina	- South Bronx Concentrated Employment Program 529 Courtlandt Ave., Bronx, NY
Henry Morgenthau, III	- 97 Lakeview Ave., Cambridge 38, Mass.
Andrew Norman	- Palisades, New York
Marvin Rich	- SEDFRE, 150 Nassau St., NYC 10038
Dolly Robinson	- 3 Agate Court, Brooklyn, NY
Harry Schwartz	- Mobilization for Youth, 214 East 2nd St., NYC
Hank Smith	- SEDFRE, 150 Nassau St., NYC 10038
Preston Wilcox	- 440 Riverside Drive - Apt. 101, NYC 10027
Pearl Willen	- 470 Park Ave., NYC 10022
Leon Modeste	- Episcopal Church Center, 815 Second Ave., NYC 10017

MINUTES - LEADERSHIP DEVELOPMENT ADVISORY COMMITTEE MEETING
December 12, 1967

Present - D. Robinson, F. Lugovina, W. Gellermann, H. Schwartz, P. Willen, S. Lacy, M. Rich, R. Moore

R. Moore presided. Opened meeting and reviewed work of past year. Told about contracts with CDGM, SCEF, etc. Explained methods used in training staffs. Was told that primary needs in State of Miss. was one of culture, but in two weeks of running night classes discovered (as expressed by participants) that needs were not that of culture, but of fundamental things such as voting rights, welfare rights, etc. Problem - persons with skills are generally employed by the federal agencies. One of the most important contracts was the Hill Parents Group organized by the Episcopal Church.

Explained the workshop held at Pawling, NY.

Q - How many groups of this nature can we handle?

Q - Should our training be geared for people getting into anti-poverty programs?

Q - What kind of people are we training? What is the philosophy, if any, of our program?

A - Training at several levels. Persons in anti-poverty groups, including staff members and Boards of Directors. Basically, people being trained are emerging leaders in the civil rights and poverty programs. We steer away from the experienced civil rights activists who really do not need us. Also, work with welfare groups.

Q - How do you recruit for a workshop?

A - We don't recruit, we select and screen.

Q - What are qualifications necessary?

A - Screening is done on the basis of involvement in community.

M. Rich - Very impressed with discussion leaders in Miss. - knew how to handle situation.

Q - What did Mrs. Lacy mean in her question - is their a philosophy behind our program?

Minutes - LDAC Meeting - December 12, 1967

A - Have many young people now, for whom names like MLK and the like mean nothing and who want training. Merely, wanted to know, what are we doing in our training sessions?

A - Not fair to say we do not have a philosophy. We are obligated to help people become politically ~~xxx~~ aware, teach what are the essential causes of riots in order to help eliminate them, teach non-violent direct action. Need certain conditions - the system responds to threats, in order to bring about change one has to take risks. There are needs and wants to satisfy and evaluate to know where we should go. Needs: Evaluate things we have done and then get to what we should do.

S. Lacy - Talked about reaction of participants in welfare workshop

R. Moore - Learned better ways of working T groups through Police-Community Workshop. Discussed idea of National Workshop on Police-Community relations (ten-twenty or thirty workshops) to get reaction of committee. Workshops ~~would be held in cities where riots may take place this year (1968)~~ from 20-30 cities. Consist of 200 or 300 persons; would include people from ghetto and police. Purpose - develop sensitivity training between ghetto people and police.

A. Norman - Did not feel above good idea - effort, time and money required would not bring about proportional results.

Moore - Emphasis would be on components of community relations.

Rich - Police-community relations are very important problem - it is a two-way street.

Gellermann - Pointed out that Police publications are featuring articles against S.T. because it is working against their interests.

Moore - Idea is to get people like Lou Smith and Fred Harris (HP) along with police officials.

Gellermann - Basic idea is to tune in police and community people on what each other is like.

Minutes - LDAC Meeting - December 12, 1967

Norman - What kind of conference? What can it do about the riots? I have not heard anything convincing as yet.

Moore - On a national basis, this conference would expose key people to experience, who could then bring the experience back to their respective communities.

Lugovina - Army is sending personnel to various communities to train police in anti-riot techniques.

Moore - Can we expand the local workshop on a national basis?

Lugovina - More important to teach people basic rights, etc. to prevent riots than to have a national police-community workshop. More beneficial.

Discussion ensued on the merits of running a national workshop on police-community relations. Importance would be to have national conference inspire participants to go back relate experience to local community. Perhaps local programs could be planned at the national conference. One problem is that influential people do not usually attend. Also requires enormous amount of work to plan and run such a workshop. Question raised, is it worthwhile to do such a large project, will our other projects suffer? Consensus seemed to be against such a project.

Went on to discuss Citizenship Education Program. Would like to run a national Training Trainers Institute. Mentioned South Jersey area as possible site for C.E. workshops. C.E. should have a high priority. One-day seminars are not too successful, better on a weekend basis. Least expensive type of weekend workshop would be in local community, no sleep-in but just serving lunch. Discussed pros and cons. Poverty organizations very much in need of all types of training, particularly, C.E. Such a great need in NYC for the same type of contract work we are doing in Miss. and La.

Discussed problems in NYC; what great needs there are and why shouldn't SEDFRE go in and get some of this work? Discussed how we can help train staff people in poverty programs. Unique opportunity in NYC is the complex of poor Negroes, whites and P.R., more of a challenge, and the need is here. Are weekend workshops good for NYC?

Moore - Doesn't think so. Thinks night classes and one-day seminars on Saturdays. Have an eight or nine week course on various subjects.

Lugovina - Told about project in Newark using povetty program facilities. Attendance dropped off during the ten week period. Felt that a shorter series would work better. Experienced best results with welfare trainees and saw results were best with just three or four sessions.

Lack of dialogue among ethnic groups - need workshop for Negroes, Jews and P.R. If successful, can repeat. Mention was made that the Jews should be middle-class as that is where the friction is with the other groups.

Discussion went to Model Cities Program, how can we be involved in this program? Purpose of a workshop? People who should be involved know very little about all the aspects of housing, etc. Workshop would teach them how to be effective in housing programs, etc. What are the critical points as to ~~where~~ when to know where to make changes and at what point (this would ~~not~~ involve city councilmen). Technical and legal aspects. Model Cities program is very difficult to comprehend, making a workshop really essential. Organizational strength is the best source of power for getting decisions made. We would have to approach this conference on a national level. An opportunity to get poor people to understand what the program is and means to them.

Model Cities housing must meet FHA requirements. Have to watch out for outside groups coming in and taking over. Hard to get people interested in program when there is a lot of discussion on the technical aspects, such as sites, etc.

Criteria for citizen leaders for this workshop. How do we develop priority on the xxxxx cities? Suggestion that survey be taken on need and how to develop this with other groups already working on the project. NYC program already underway. Where do we come in, if plans are already being made? People are not aware of the fact that they can dictate who will be part of the program. SEDFRE needs experts who are willing to give us time and knowledge on housing, etc.

Names - Ted Teah - c/o Ann Masters, 227 Brown Pl., Bronx 10454 (Vista Volunteer) (took interest in Model Cities program and became expert).

(G.N.) Charles S. Wright - Bedford-Stuyvesant Restoration Corp. 268 Ashland Pl. Brooklyn 11217 - #522-1900

Ed Gonzalez Urban Renewal

(A.N.) Richard Granet Program Planning, O.E.O., Washington, DC

Dollie Robinson will give us names of people in Washington, DC. Shirley Lacy volunteered to do some initial work on getting information on Model Cities program. How can we raise money for this workshop?

Welfare - S. Lacy spoke about workshop she attended as consultant in No. Carolina. Training without movement is not as meaningful as training with a movement. Discussed training staff of U.C.C. Advocacy. We have to develop a form so that we can go into a community and help them with a manual. Inspire people to organize - next step, how to keep organization going. Problems of welfare organizations are essentially the same as other community organizations.

Lacy - Very important to have staff sensitivity trained before organizing welfare rights groups.

Lugovina - "Concerned Parents" group organized by Vivian Harris - very knowledgeable.

Rich - Welfare organizations can never be part of a larger purpose or organization because very few groups will work in or with a welfare group. Must work the other way - get welfare group interested in other activities.

G. Nichols - Credit unions should be organized - are the salvation of low income people. We should do this.

Moore - Organizing credit unions is a very technical process.

Nichols - We would only have to sponsor it, we could get all the necessary resource people thru O.E.O. or other credit union groups. All the technical work would be done by experts.

NTL each year does sensitivy training with families. Most families pay their own way. How about running workshops on family counselling? Possibility of getting resource people from HEW for such workshops.

Urban Training Center in Newark.

Materials Development - We would like to prepare brochures. We will write drafts and send to LDAC members for comments, etc. Examples: How To Negotiate, Fund Raising and Publicity, etc.

Video Tape - Explained how well it has worked in our workshops and how people get to see their reactions on tape and become aware of some of their emotional problems.

Volunteers - To write materials development brochures, research, evaluations. Need resource people. Possibilities: graduate students who could get credit for doing research project.

Names:
Jean Noble - NYU - Human Relations
Dr. Kenneth Herrold - Columbia University
Mathew Miles - Columbia University, School of Education
Paul Buchanan - Yeshiva University
Joel Cohen - NY State Employment Service

Build a reputation in NYC at a low price by doing work in NYC in many areas.

CEP getting contract to do community work, SEDFRE able to do better and should get this work.

Meeting adjourned at 10 p.m.

Respectfully submitted

cc: M. Rich

A. Teper

MSS
546 SEDFRE

Box 21
Folder 5

State Historical Society of Wisconsin

Please Retain Original Order

M E M O R A N D U M

November 20, 1967

TO: Ronnie Moore

FROM: Marvin Rich

SUBJECT: Leadership Development Prospectus

The Prospectus is returned with comments. On page three I note an evaluation of the first year of the program. However, we have now completed two years, have trained some 2300 citizen-leaders from more than 120 communities. I am not sure, but I rather believe that more than 30 of our participants have been elected to office, etc, etc, etc.

LEADERSHIP DEVELOPMENT PROSPECTUS
1967 - 70

Prepared by: SCHOLARSHIP, EDUCATION AND DEFENSE FUND FOR RACIAL EQUALITY, INC.
150 Nassau Street - Room 1030, New York, New York 10038

Ronnie M. Moore - Director, Leadership Development
Marvin Rich - Executive Director

(No portion of this Prospectus is to be quoted or duplicated without permission of SEDFRE).

November, 1967

SEDFRE's Leadership Training Program is designed to educate local citizen-leaders in the social, economic and political techniques that can achieve community goals in modern society. The civil rights movement has generated cadres of new leaders in every community who have energy and determination but who lack the experience and skills to achieve their goals. They suffer the ultimate frustration of perceiving problems but not the means to solve them. They are not familiar with the network of community organization, nor do they know the public and private resources available to them. They have the instincts to lead but not the tools of leadership. The trained leader, on the other hand, can achieve goals. His skills can help compensate for lack of funds and for the inexperience of the rank and file in the community.

General Description of Program

The training provided by SEDFRE takes several forms geared to differing needs of citizen-leaders in various parts of the country. The form and content are constantly adapted to meet rapidly changing conditions within communities. During the first year-and-a-half of the program, we have experimented with a variety of approaches to training.

At the primary level SEDFRE training consists of a Mobile Workshop Series (for details see Appendix A) held for four weekends in a given community. Four such series have been completed; one is in progress. This series treats basic subjects that are important to all community leaders. Some of the most promising participants in the Mobile Series are selected for more intensive training in the Training Trainers Series (see Appendix B) so that they can improve the skills of others in their communities with the maximum multiplier effect. *Specialized Seminars focus in detail on a single phase of major importance in community action, such as how to campaign for political office or the management of cooperatives. SEDFRE also proposes to open an Urban Training Center (see Appendix D) which will provide a six months course of instruction for emerging leaders at work in every phase of communal development. This would be developed as a prototype center that could be duplicated in other communities.

Premises of Program

It is SEDFRE's conviction, strongly reinforced by experience, that leadership training is most effective when it relates directly to the current needs of the participants. SEDFRE training success also derives from the deep-rooted and continuing relationship which the staff maintains with the community activists, its understanding of their developing outlook and needs. Resource people are selected for their competence in their field and for their ability to communicate effectively with citizen-leaders. Sessions are always conducted as an exchange between resource persons and participants. Each workshop is adapted to the needs of the participants as they are foreseen and as they develop.

*See Appendix C

Premises of Program (cont'd)

Because of the mutual trust that exists between SEDFRE and local groups, we have successfully used such creative techniques as sensitivity training, socio-dramas and case studies. We believe we are the first to conduct sustained experiments in these methods with groups of limited educational background.

The structure and outlook of SEDFRE are uniquely suited to providing training services. SEDFRE is a national organization with national focus on training problems. Since it is not a membership organization, it does not compete with local groups in either program or fund raising, nor does it threaten their autonomy. Because SEDFRE has no axe to grind in local situations, it is able to serve impartially all the active groups within a community. Often, the training programs pave the way for better cooperation and communication among organizations within a community or through an entire region or state. Training sessions help to focus on programs for action rather than questions of ideology.

Extent of Program to Date

Each of these training ventures was organized in response to requests from local groups and in consultation with them. These continuing contacts enable SEDFRE quickly to perceive common developments that call for specialized training. One example is the growth of civic and voter organizations among Negroes in the South -- a result both of increased registration and of mounting self-confidence. SEDFRE has devised the Citizen Education Workshops for leaders in local organizations, candidates and office holders wishing to broaden their knowledge of the political process and improve their ability to participate in it. Out of this series, in turn, has emerged a workshop planned with the cooperation of the Department of Health, Education and Welfare, which will bring together newly elected Negro members of school boards in the South. It will brief these officials on their responsibilities and sources of financial and program assistance, and will cover important topics in educational administration. As the SEDFRE program has become better known, the demand for services has far exceeded our financial and personnel capacity.

Selection of Trainees

Trainees for the primary programs are selected on the basis of experience in community work, positions of respect and influence within the community, familiarity with social problems, and recommendation of a local organization. Every effort is made to secure participation from the entire spectrum of organizations active in the communities served. Participants are usually required to submit simple, formal applications, and are interviewed by a member of the SEDFRE field staff. The screening process is designed to select trainees who seriously seek knowledge and who are committed to using their newly developed skills in constructive community action.

Faculty

SEDFRE has been fortunate in being able to attract experts from government, education and communal organizations to serve voluntarily as

Faculty (cont'd.)

resource persons and discussion leaders for training programs. They have been selected for their ability to communicate and develop rapport with our trainees as well as for their specialized knowledge. Many faculty members have volunteered their services repeatedly because of their enthusiasm for the quality of the participants and the dynamism of the program. Among the faculty members are:

Dr. William Gellermann, Assistant Professor of Industrial and Labor Relations, New York State School of Industrial and Labor Relations, Cornell University

Mr. Howard Glickstein, General Counsel, U. S. Commission on Civil Rights

Mr. Robert Gore, Assistant Director of Public Relations, Mobilization for Youth

Mr. Norman Hill, Legislative Representative, Industrial Union Department, AFL-CIO

Mr. August Meier, Professor of History, Roosevelt University, Chicago, Illinois

Mr. Leon Modeste, Field Consultant, Division of Community Services, Executive Council of the Episcopal Church

Mr. Leon Shull, Executive Director, Americans for Democratic Action

The Honorable Percy Sutton, Borough President of Manhattan

Mrs. Mary Weaver, Program Analyst, U. S. Department of Health, Education and Welfare

Dr. Preston Wilcox, Associate Professor of Social Work, Columbia School of Social Work

Evaluation

In the first year of the program approximately 1,200 citizen-leaders received training through the Mobile Workshop Series, Specialized Seminars and the Training Trainers Programs. Evidence of the seriousness of the participants and the value they place on the training is the 85% attendance-through-completion rate of those who start the Mobile Workshop Series. Fourteen of the participants in our Specialized Seminars on Citizenship Education have been elected to public office in Louisiana, Florida and South Carolina. They hold such positions as magistrate, road commissioner, school board member and county committeeman. We believe that more than half of the non-professional Negroes now conducting sensitivity training sessions in the entire country have been trained by SEDFRE in the Training Trainers Program. While it is not our purpose to train staff, at least ten of our trainees have become staff members of civil rights organizations, poverty groups or trade unions.

A list of the workshops conducted is attached. (Appendix E).

Proposal

In the three-year period (1967-1970) we plan to provide training for approximately 16,000 citizen-leaders at a program cost of $752,510. This sum will provide for direction, staffing, travel and other expenses of participants and resource people, as well as for informational materials. Our plans call for six Mobile Leadership Development Series each year, a Training Trainers Institute, five week-end and two week-long Specialized Seminars and two full six month cycles of the first Urban Training Center. Flexibility will be maintained throughout the program. Subject matter will be adapted in each Mobile Series to meet the needs of participants. Specialized institutes will be developed and the relative mix of these four programs will be adjusted as needed. Useful written and filmed material will be evaluated and new materials will be developed and disseminated. (See Materials Development - Appendix F).

We believe that this program constitutes significant attempts to train many of the new cadres of leadership required in the civil rights movement.

MOBILE WORKSHOP SERIES

This is the basic training series, each of which draws about 60 citizen-leaders from community organizations for four week-end workshops. Six series are planned each year. We shall run the series on a state by state basis.

Employing principles of group dynamics the workshop develops self-awareness on the part of partipants in the belief that understanding one's own behavior in group interaction is a requisite for effective leadership.

With the objective of developing leadership skills through laboratory and lecture methods, the Mobile Workshop Series organizes its curriculum as follows:

A. Sensitivity Training
Focuses attention on individual, small group, and large organization problems in community decision-making and action. The aim is to promote more effective analysis and action in organizations. The basic subject matter is the immediate behavior of the participants.

B. Techniques of Leadership
The objective is to increase the work skills of the participants. Topics include: 1) how to set up and run an organization; 2) how to define goals; 3) how to minimize conflict and maximize agreement; 4) how to recognize and influence those in positions of power.

C. Community Problems
This introductory study provides instruction on police-community relations, housing, employment, education, health and welfare. Relevant local state and federal laws are studied with emphasis on how local groups can qualify for and utilize public programs. Important community action cases are studied in order to devise general principles for solving problems and achieving goals.

D. Problems of Citizenship
This session is a practical introduction to public affairs including discussion of the functions of and ways of influencing city, county and state governments, policies, platforms and personalities of American political parties. It provides training in methods of effective organization and campaigning.

Consultation and assistance will be available from SEDFRE national office to the trainees, when requested by the participants, and/or advised by the field representative. Additional follow-up work includes:

1. Helping trainees to define, evaluate and fulfill their needs.
2. Assisting the trainees in writing community case studies. These will be the subject matter evaluated in the workshops.
3. Conducting one-day training sessions in each city. These sessions will cover sensitivity training and seminars on urban problems and community organization.
4. Resource persons keeping in written and oral contact with the students.

TRAINING TRAINERS INSTITUTE

Appendix B

SEDFRE plans to sponsor an annual three week institute for the purpose of training future trainers. While conducting mobile workshops SEDFRE discovers potential trainers. SEDFRE considers this a vital function because the training of trainers makes it possible to provide basic services to a larger number of organizations.

SEDFRE is well acquainted with the people it will train to become trainers; it has worked with them in their cities, brought them together in specialized workshops or participated with them in other ways. They know SEDFRE and SEDFRE knows them. A mutual trust and a desire to communicate fully have been established.

The faculty for the training trainers series consists of both professional and non-professional resource persons who have been successful in utilizing laboratory and conventional training methods in past SEDFRE programs.

The objectives of the series will be to teach the potential trainers to:

1. Seek out information essential for programming by local civil rights groups;

2. Develop and prepare materials in lay language;

3. Run sensitivity training groups;

4. Impart knowledge on urban problems and possible program activities, social legislation and community organization;

5. Teach leadership techniques such as parliamentary procedures, how to run meetings, how to conduct workshops, public relations, fund raising, how to file complaints and affidavits and related subjects;

6. Utilize training techniques including buzz groups, discussion leadership seminars, case analysis, role playing, back-to-back film presentations and audio visual materials.

The participants will be given individual and group attention. All the resources and experience of the SEDFRE Leadership Development Department will be utilized to bring about maximum results. Total enrollment will consist of 125 students selected from groups in approximately 36 cities. These groups will have participated in SEDFRE basic training programs during the year.

The persons attending the institute will return to their communities with the skills and a commitment to train 100 community activists in each city; therefore extending our efforts to reach approximately 3,600 community workers. SEDFRE will follow up when they return to their own areas by providing counselling and resource persons.

SPECIALIZED SEMINARS

Appendix C

Frequently trainees who participate in our program ask us to provide regional, state or county workshops designed to deal in greater depth with specific problem areas. Our experience indicates there is a need for specialized training for citizen-leaders who desire to form credit unions, producer cooperatives, consumer education seminars. Still others require training to perform effectively as school board officials, justices of the peace or magistrates, and other offices of city, county and state government. Many potential and present Negro public officials have the ability and desire to learn and serve their constituents but they lack confidence and knowhow, both in methods of campaigning and in the responsibilities of the offices they seek or hold.

Some local organizations have been formed around particular issues and they seek knowledge for effective programming in order to keep their organizations alive and actively engaged in community action. Such organizations like welfare groups and tenant associations need training in depth on laws, public programs and related information which deal directly with the day to day knowledge required to keep their organizations going.

SEDFKE is prepared to offer such technical assistance to indigenous community groups. We are also prepared to follow workshop contacts with continuing technical assistance.

URBAN TRAINING CENTER

Appendix D

The Urban Training Center is designed to provide a full range of training services to citizen-leaders and members of local organizations in a selected community. It is anticipated that the Center will give intensive training to sixty leaders over a six month period. It will also influence the development of approximately 200 community activists through 14 one-day seminars, a Basic Leadership Development Series (see Appendix A) and specialized and advanced training.

Since the six month program of the Center will be repeated within the year, SEDFRE thus will reach more than 500 trainees annually.

The goals of the Center will be:

1. To produce an input of training, leadership technique and skilled resource personnel in a community in order to achieve greater involvement of its citizen-leaders and their constituents;

2. To make available specialized and technical training for local groups when needed;

3. To make available daily counselling on organizational and individual development to citizen-leaders who confront problems in community work and desire individual attention, especially with reference to seeking out information, developing skills in communication and related topics;

4. To increase communication among citizen-leaders who operate at different levels of development and from different frames of reference;

5. To develop attitudes which encourage teamwork among citizen-leaders and within local organizations by offering sensitivity training sessions to local groups, as well as to the participants in the program;

6. To establish a center which becomes a neutral community focus for talent, ideas and energy. Essential to the operations of the center is a staff who will run it, aided by the total training resources of SEDFRE's leadership development program;

7. To reach the audience that university urban development centers have not reached. Community involvement is imperative so that the center will reflect at all times its potential for meeting the needs of its enrollees.

A community advisory committee will be established to review and evaluate its activities and policies and to make recommendations for its operation. The intensive leadership training program is proposed as a model

Urban Training Center - Appendix D (continued)

that can be duplicated in another city each year.

Selection of the city for the intensive program will be based on the following criteria:

1. The number of local groups engaged in community action and the nature of their activities and programs;

2. The availability of training resources in the area;

3. Requests by citizen-leaders for intensive training.

SIX MONTH FORMAT

First Month

First Week	-	Sensitivity Training
Second Week	-	The nature and background of the community's economic life
Third Week	-	The nature and background of the community's economic life
Fourth Week	-	Housing Problems

Second Month - Leadership Development Series - Sensitivity Training

First Week	-	Housing Problems
Third Week	-	Education

Third Month - Leadership Development Series - Urban Problems

First Week	-	Education
Third Week	-	Social Welfare Problems

Fourth Month - Leadership Development Series - Citizenship Education

First Week	-	Social Welfare Problems
Third Week	-	Specialized Training

Fifth Month - Leadership Development Series - Leadership Techniques

First Week	-	Specialized Training
Third Week	-	Community Organization

Sixth Month - Weekend Workshop Specialized Training

First Week	-	Community Organization
Third Week	-	Community Organization

APPENDIX F

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SEDFRE WORKSHOPS COMPLETED FY SEPTEMBER 1, 1965 THROUGH AUGUST 31, 1966

TITLE	DATE	DURATION	LOCATION	PARTICIPANTS	DESCRIPTION
Specialized Seminars					
Sensitivity Training	Sept., 1965	7 Days	Beacon, NY	25 Field staff of national civil rights organizations	Sensitivity training focuses attention on individual small group and organizational problems in community decision-making and action. The aim is to promote more effective group analysis and action.
Discussion Leaders Inst.	May, 1966	Weekend	Alexandria, Va.	25 Citizen-leaders from several states in North, East and South.	Institute covered techniques of holding effective group discussions with emphasis on the role of the chairman and group dynamics.
Citizenship Education Southern Regional	July, 1966	5 Days	Frogmore, So. Carolina	130 In our regional and state seminars, the participants are campaign workers and candidates for public office.	These educational workshops are a practical introductory course to public affairs, including study of the political process and how to use it to achieve change.
Voter Registration Conferences	May, 1966	1 Day	Tallahassee, Florida	64 Citizen-leaders interested in conducting voter registration campaigns.	Conferences dealt with essentials of getting unregistered voters on registration books. Emphasis was on canvassing, transportation, follow-up and use of voting machine
Community Organization	July, 1966	5 Days	Baltimore, Md.	125 Citizen-leaders	Problems of community organization were discussed using the case-study method and emphasizing organizing principles including community analysis, management of conflict and operational strategies.
Cooperative Structure and Management	July, 1966	1 Day	Jackson, Miss.	100 Citizen-leaders of the Poor Peoples Corp.	Workshop provided indigenous leader with an introduction to the structure, problems and administration of cooperatives.

APPENDIX E

SEDFRE Workshops Completed FY September 1, 1965 Through August 31, 1966

TITLE	DATE	DURATION	LOCATION	PARTICIPANTS	DESCRIPTION
Mobile Leadership Series					
La. - Miss.	Jan.-April 1966	4 Weekends one month apart	Edwards, Miss.	78 Indigenous Leaders and field staff of national civil rights organizations working in La. and Miss.	Series consists of weekend seminars on law, urban problems, community organization and leadership techniques.
Mid-Atlantic	Feb.-May 1966	Same as above	Norma, N.J.	68 Community activists from the Mid-Atlantic Region.	Same as above.
So. Carolina - Florida	Apr.-July 1966	Same as above	Frogmore, So. Carolina	73 Trainees from So. Carolina and Florida	Same as above.

APPENDIX E

SEDFRE WORKSHOPS COMPLETED FY SEPTEMBER 1, 1966 THROUGH AUGUST 31, 1967

TITLE	DATE	DURATION	LOCATION	PARTICIPANTS	DESCRIPTION
Specialized Seminars					
1) Citizenship Education					
Florida	Sept. '66	Weekend	Jacksonville	57 Participants are campaign	A practical introductory course to
So. Carolina	Nov. '66	Weekend	Frogmore	62 workers and candidates for	public affairs, including methods of
Louisiana	Dec. '66	Weekend	Plaquemine	58 public office.	campaigning and securing benefits for the community.
Key Counties, Fla., La. & So. Carolina	Jan.-July 1967	1 Day	30 Key counties in Fla., La. and So. Caro.	Approx. 50 political activists were trained in each county, totaling 1,500 trainees	Same as above.
2) Sensitivity Training					
	Nov. '66	Weekend	Suffolk Co., NY	77 Citizen-leaders	Sensitivity training focuses attention on individual small group and organizational problems in community decision-making and action. The aim is to promote more effective group analysis and action
	Dec. '66	Weekend	Baltimore, Md.	68 Citizen-leaders	
	Jan.-July 1967	Weekend	New York City	50 Staff of Massive Economic Neighborhood Development (M.E.N.D.)	
	Aug. '67	1 Week	New York City	20 Staff of Strycker's Bay Neighborhood Council	
	Aug. '67	1 Week	Mississippi	50 Staff of Child Development Group of Mississippi	
	Aug. '67	1 Week	Mississippi	50 Board of Directors of C.D.G.M.	
3) Voter Registration Conference	Nov. '66	1 Day	Plaquemine, La.	46 Citizen-leaders interested in conducting voter registration campaigns.	Dealt with essentials of getting unregistered voters on books. Emphasis was on canvassing, transportation, follow-up and use of voting machines.
4) Welfare	Jan.-June 1967	72 Evening Sessions	New York City	20 Participants of Stryckers Bay Neighborhood Council/ Community Action Project	Organizational development and programming for Westside Welfare Recipients League

TITLE	DATE	DURATION	LOCATION	PARTICIPANTS	DESCRIPTION
5) School Board Seminar	Aug., '67	4 Days	Warrenton, Va.	35 Participants newly elected to Southern school boards	To acquaint participants with their responsibilities, duties, problems and sources of assistance as school board members.
6) Consultation on Training Designs	May, '67	5 Hours	New York City	10 Members of Board of Directors and staff of the Puerto Rican Community Development Corporation..	Defining the training needs and resources within the Corporation.
Mobile Leadership Series					
California	Nov.-Apr. 1966-67	6 Weekends	Camp deBenneville Pines, Angeles Oaks, Calif.	80 Community activists from California.	Seminars consisted of discussions on law, urban problems, community organization and leadership techniques.
Georgia	July 1967	1 Weekend	Sparta, Georgia	65 Community activists from Georgia	Series consists of weekend seminars on citizenship education, community problems, leadership techniques and sensitivity training.
Training Trainers Institute					
	Feb., '67	1 Weekend	Wappinger Falls, New York	77 Laboratory Training	These Institutes train active communit leaders to develop emerging leaders in their communities
	Apr., '67	1 Weekend	Camp Linwood, N.J.	49 Training Citizen-Leaders to teach others	
	May, '67	1 Day	Baltimore, Md.	27 Citizenship education	
	May, '67	1 Day	Dorchester, Mass.	20 Citizenship education	

APPENDIX E

TITLE	DATE	DURATION	LOCATION	PARTICIPANTS	DESCRIPTION
TRAINING TRAINERS INSTITUTES	June '67	5 One day workshops	Syracuse, New York	47-Welfare Rights	
			Rockville Centre, New York	22-Welfare Rights	
			Springfield, Mass.	15-Sensitivity Training	
			Mt. Vernon, New York	35-Welfare Rights/Community Organization	
			Bronx, New York	33-Sensitivity Training	
	July '67	3 One day workshops	Mt. Vernon, New York	35-Community Organization	
			Dorchester, Mass.	37-Citizenship Education	
			Bronx, New York	20-Group Organization/ Sensitivity Training	
	Aug' 67	2 One day workshops	Southampton, New York.	39-Community Organization	
			Mt. Vernon, New York	30-Citizenship Education	

MATERIALS DEVELOPMENT

Appendix F

Many mistakes are made in communities because methods of effective community action are seldom recorded and disseminated. Information manuals and films, based on wide experience, must be developed to give organizational and programmatic assistance to local groups. The handful of scattered materials already developed must be purchased and made available to community groups. The following topics should be developed:

1. Urban problems with emphasis on effective organizational methods and programming utilized by indigenous groups to overcome isolation in the democratic process;

2. Highlights of Sensitivity Training Sessions involving community activists of various cultural backgrounds;

3. Leadership Techniques dealing with skills such as public relations, fund raising, securing cooperation from existing organizations, and related topics;

4. A training techniques handbook for citizen trainers.

Lay leaders who have an abundance of natural wisdom but limited academic background, need materials written in lay language. Our political manual - POLITICAL STRENGTH - HOW TO GET IT - is an example of such resource material. It is a clearly presented, practical guide that has quickly achieved wide usage by activists in both the North and the South.

In our workshops it is necessary to use video-tape in training. This gives flexibility for evolutionary development of materials, immediate feedback from trainees, sharpening of participants' listening skills, conference techniques and role playing. Other necessary audio-visual equipment includes opaque projectors, tape recorders and motion picture projectors. Total cost for this project, including staff and materials, would come to $39,500 the first year, $35,550 the second year, and $36,350 the third year.

CORE SCHOLARSHIP, EDUCATION AND DEFENSE FUND
150 Nassau Street
New York 38, New York

From: Ronnie M. Moore
Director of Leadership Training

To: Social Action Groups
Friends of Freedom

Re: Prospectus on Leadership Development

For some time we have been trying to develop a leadership training program based on the field experience of civil rights workers, community leaders and experts in areas of law, economics, community organizatior and other studies dealing with social action.

We realize that we have more to learn, but we think we have made the first step toward meeting the demand of civil rights workers for technical knowledge and practical know-how.

Each Roman numeral represents a weekend workshop (Saturday and Sunday). We look upon the subject outline as a course consisting of a series of four workshops. We shall ask participants to take the full course. Workshops will be repeated in four cities which have not yet been selected.

We present this memorandum on field staff training for your consideration and evaluation. We would appreciate suggestions on improving and/or revising the attached memo.

Suggestions on methods and procedures for implementing the proposal are very essential.

We have discussed this proposal widely with staff, community people and professionals. However, it is subject to modification and revision. We sincerely request suggestions and criticisms.

CORE SCHOLARSHIP, EDUCATION AND DEFENSE FUND, Inc.
150 Nassau Street, Room 1707
New York, New York 10038

LEADERSHIP DEVELOPMENT PROSPECTUS

THE PROBLEM

In the last few years the non violent direct action movement has caught the imagination and won the support of tens of thousands who had been quiescent. The wave of students sit-ins in the upper South in 1960 and the penetration of the deep South by the freedom rides in 1961, had enormous repercussions in those areas and throughout the country. SNCC was founded in 1961; the SCLC began to develop local programs; NAACP chapters in various sections became involved in direct action; major campaigns by CORE such as the Freedom Rides increased the numbers and effectiveness of its chapters. The struggle in the South evoked a response in the North. Chapters which were small, doubled, tripled, and quadrupled in size. New chapters were founded.

New organizational patterns were developed as well. Chapter organization is still the dominant mode of organization. However, the independent, purely local movement and the concept of a task force of semi-professional subsistence workers directly responsible to a national organization who assume many of the responsibilities ordinarily filled by local chapter officers have also evolved.

The nature of the day-to-day activity of the civil rights activists changed. The definition of the South has changed as well. Thus, Virginia, North Carolina, Tennessee, Kentuchy, and Oklahoma are increasingly taking on the characteristics of Maryland, West Virginia, and Missouri. Public accommodations are desegregated in most of these places. While there are many public accommodations which still discriminate, the effort to change these practices does not evoke the concern and enthusiasm that such an event did five years ago. Voter registration drives which were of major importance in 1963 and in 1964 are still continuing. As a result of the passage of the voting rights bill, there undoubltedly will be a significant upsurge in voter registration activities this year. However, on a long-range basis, voter registration will probably decline relative to the importance of other civil rights activities.

The freedom schools and community centers which began with such brave hopes in Mississippi in the Spring and Summer of 1964, are mostly non existent now. Some of the freedom schools flourished and seemed to fill a real need. Students were interested and returned day after day throughout the summer. Students and teachers felt a sense of exhilaration and accomplishment. However, with the coming of Fall, the professional teachers returned to the North. Attempts to keep the freedom schools going on a daily, after-school basis fell through. It seems we were demanding too much from the students. At the same time, the remaining teachers were not trained in methods of teaching or in the subject matter.

- more -

Community centers also have had both ups and downs. The Meridian Community Center established by Mickey and Rita Schwerner functioned effectively for some six months. It provided an entre for the civil rights movement in the life of the community and at the same time it enriched the lives of many. There were great hopes which seemed reasonable for expansion and development. With the death of Mickey and the return of Rita to the North, the center gradually declined in effectiveness. Other communities are variations on essentially the same theme. When trained staff members who had professional skills, energy, drive, and commitment to the movement were present, there was success. When any of these elements were lacking, the center declined. Further, essential to the success of both the centers and the Freedom schools was a real sense of involvement of the community in their planning and development. It seems evident that the basic concepts of the community centers and the freedom schools are sound: properly lead, they work.

Both in the North and the South there is an increasing emphasis in civil rights movement on community organization and political action. This is, of course, related to the increasing concern for issues of economic and political power which fundamentally impinge on the day-to-day lives of Negroes.

As the civil rights movement grew in size, it also began to involve new elements in the Negro community. In 1959, members of the various civil rights groups were erlatively experienced and well trained in the modes of action of their own group. The 1960 sit-ins in the South involved students of upward social mobility. Since then there has been a very significant broadening of the participation of middle-class oriented Negroes. This occurs at a time when this class is growing in size and importance. There has also been a conscious and partiaaly successful effort to involve other groups as well: High school dropouts, farm workders, the unskilled, and the unemployed. These people have been attracted to the civil rights movement by its sense of motion and effort to achieve change. On the whole, they have little fundamental belief in non-violence. They have very few skills, little stake in the community, and little prospect of developing a stake.

There has been relatively little effort on the part of civil rights groups to train staff and leaders in the local communities. This has been almost inevitable because of the day-to-day pressures of the movement. But this has also caused tremendous difficulty. Field directors increasingly report that staff members are not trained to meet the new demands of the situation - that once they have mobilized the local com munity, they have practically no additional skills to offer.

It is imperative that we train local people who live and have established roots in their respective neighborhoods.

Only through training indigenous leaders can we hope to establish long range community action programs.

FORMAT

We plan a continuous developing process - of students, curriculum, faculty, materials and techniques.

There will be a series of four weekend workshops namely: Legal View of Civil Rights and Liberties, Economic Dimensions of Civil Rights, Community Organization, and Developing Community Work Skills. Workshops in the series will be about one month apart.

The weekend was chosen in preference to any other time because it permits local people to take an actice part without interfering with their regular job responsibilities.

Local involvment would be seriously reduced if we plan sessions other than on weekends because many local people feel that they can not get off from work without possible loss of jobs.

Each series will be repeated in four communities; will begin on a staggered basis.

Our first series is tentatively set to begin in the Methodist Assembly Center, Waveland, Mississippi on the weekend of January 8th and 9th and will most likely end the first weekend in March 1966. We plan to begin in Frogmore, South Carolina the last weekend in January; Los Angeles California the last weekend in February; and in Washington, D.C. the last weekend in March.

Staggered basis will permit evaluation and improvemement during the semester as a result of evaluating student response to subject matter, literature, and instructors.

To determine the need for additional courses an/or personal consultation we plan to keep in oral and written contact with all participants.

We are presently making arrangements to meet in churches and/or community centers for minimum rental.

STUDENTS

Students should consist of staff members and active community leaders. There must be a real commitment to return to the group, to use information and skills, to continue learning and to stimulate and involve others.

Recruitment will be done on a widespread, formal, and publicized basis.

The following criteria will be used to select participants:

1) Involvement in local social action group activities
2) Willingness to put skills to work
3) Commitment to attend all workshop sessions

4) Experience in civil rights field work
5) Personal knowledge of community problems

Application forms will be distributed widely among civil rights organizations and local social action groups.

The general approach by the school to the students will be to emphasize that the institute is only a beginning and the students must follow up on their own.

Students can not return to their groups and consider themselves an elite. They must continue to learn.

FACULTY

Civil rights workers, acedemics, and governmental officials will be used as resource persons.

Faculty members will be selected on the basis of civil rights field experience, knowledge of subject matter, ability to speak in lay terms, understanding of the civil rights movement, experience in communicating with adults, and above all a willingness to stay in written and oral communication with students after the workshop sessions.

They must be able to establish good rapport with members of the institute.

INFORMATION MANUAL

At the present we are collecting written materials suggested by potential participants, civil rights workers and possible resource persons to be revised in lay language and printed for the various workshops.

We plan to rewrite governmental publications, selected materials, and other papers which will be used by the students for reference and evaluation. We plan to include provocative and analytical materials.

In addition to the manual we are reviewing visual aids which may be benefidial for information and stimulating discussion.

COURSE OUTLINE

In recent talks with scores of local people, field staff, and professionals from New York, Washington, D.C., Louisiana, Mississippi, Florida, South Carolina, North Carolina, California, and Ohio, the following subjects were considered essential to the basic training of leaders of the freedom struggle of tomorrow. However, not all of the sections will be covered in each workshop. Some will be emphasized in the North, others in the South.

I. Legal View of Civil Rights and Liberties

The nature of law, the nature of the U.S. Constitution, power of law, different kinds of law - nomative, prescriptive, prohibitory - who conforms - burden of proof.

A. The Constitution as a source of strength
1st, 5th, 6th, 13th, 14th, and 15th amendments - limitations

B. The Voting Laws of '57, '60, '64, and '65
After reviewing a legal analysis of each law, the group will discuss techniques of using the law's provisions.

C. The Civil Rights Law of 1964
Emphasis will be placed on not only the formal provisions of the law, but also the practical application of the legislations to the everyday needs of the local community. Particular attention will be given to both specific federal programs covered under Title VI and legal procedural requirements involved in the application of Title VII.

D. Presidential Executive Orders (11063, 10925, 11114, 11246)
An explanation of the meaning and practical uses of the order in laymen's terms.

Changes made by the President in his executive order on September 25th, 1965.

E. U.S. Department of Justice
This study will cover the structure, objectives, uses, personnel, and attitudes of the department.

F. The Law and Civil Disobedience
A discussion of the role of the protest
Jail without bail
Review on where the U.S. Supreme Court stands on non-violent civil disobedience

G. Police and Crime
Statistics and their meaning
The typical approach of police to Negroes and the poor
The relation of crime to poverty, both in terms of poverty breeding crime, and also breeding brutality
Operations of the police bureaucracy
Crime and the courts
Bail
Legal aid
Sentencing and other problems

G. ccnt'd
New solutions, such as the Police Review Board, overhaul of the bail system, overhaul of police training and procedures Possibility of local police commissioners, expanded use of Negro policemen, etc.

II. Economic Dimensions of Civil Rights

A. Labor Unions
An understanding of the structure, purpose, functions, methods of operation, relationship to civil rights and poverty programs will be sought.

B. Anti-poverty Programs
Case studies of projects involved in the program
Application of the law to the needs of communities
Use of and personnel attitudes in the Office of Economic Opportunity

C. Employment
A presentation on how to deal with the problems of unemployment
Training the umemployed in skills applicable to industry's needs
Meeting the challenge of automation
Dealing with the unemployable
Developing a stable and balanced employment picture
Labor Laws (including FICA, FLSA, MDTA, the Minimum Wage Law, Landrum, Griffin Act) - how these laws will help and/or hinder the working man
Ways and means of ending discrimination in union membership and work apprenticeship

D. Housing
Description of housing problems, including the failure of the government to accept responsibility for housing low income groups
New solutions will be discussed such as: vast increases in public housing, local ownership and control of slums subsidies for rehabilitation at rents people can afford, local control of renewal, rehabilitation and enforcement programs.

E. Education
This discussion will cover the education situation in general, including the failure of efforts to integrate
The bureaucracy of the school system
The inadequacies in staff and equipment of Negro schools, and new solutions to such problems
Pre-school enrichment programs, new teaching aides, etc, will be examined.

F. Health and Welfare
Problems of Negroes with welfare, public health, and similar problems

F. cont'd
A review of inadequacies of current programs, new solutions (revised welfare provisions, increased services to the poor, changing attitudes and use of indigenous community people in the programs).
Possibilities of coalitions on health problems with some institutions and some social, health, and welfare personnel
Additional discussion will be centered around Social Security, Medicare, and other benefits

III. Community Organization

A. Community Analysis
1. Geographic Boundaries - Demographic Studies
2. Economic Base
3. Leadership Patterns and Sources
4. Centers of Powers (Religious, Business, Political Class, Cultural, and Ethnic Grouping, Racial)
5. Role of the Police: Sheriff, Deputies
6. Resistance Forces: KKK, sheriffs, white power structure
7. Cooperative Forces: NAACP, CORE, COFO, MFDP, Federal Government, Federal Judiciary
8. Specific Function of EACH Cooperating Force

B. Citizen Involvement
1. Causes for ignorance, illiteracy and fear - which combine to symbolize apathy?
2. Rewards for remaining apathitic?
3. Rewards for becoming active?
4. Identification of block, neighborhood, or area leaders
Focus on people who can influence others, not on everybody or on followers?
5. Opportunities for assuming increasing responsibility?
6. Opportunities for receiving continuing training?
7. Possibility of developing a continuing program and/or service - complaint bureau, credit union, etc.
8. Possibility for economic, social or political growth?

C. Involving the Middle Class - Teachers, Ministers, Civil Servants, etc.
1. What are the rewards for involvement?
2. What sanctions does the Negro community provide?
3. How do you involve the middle class?

D. The Management of Conflict
1. Delineation of a target - and documentation of rationale
2. Selection of vulnerable targets
3. Sustaining the crisis
4. Use of the press, TV, and public opinion

E. Self-Advancement Activities
1. Cooperatives
2. Local Development Corporation
3. Single Purchase Cooperative
4. Joint Banking - Credit Unions
5. Development of Businesses
6. Exploitation of OEO program, research and governmental grants
7. Adult Basic Education Programs
8. Training Programs
9. Control over curriculum in schools
10. Legal Action on Every Possible Level
11. Boycotting
12. Community construction of facilities
13. Dues Payment on a regular basis

F. Operational Strategies
1. Regular Caucuses of Leaders
2. Regular Meetings of all Organizations
3. Newsletters, announcements from pulpits
4. Fund-raising
5. Time and Timeliness
6. Clearing House of Information

IV. Developing Community Work Skills
A. Evaluating Current Ideas in the Movement
1. Non-violence vs Aroused Self-defense Tactis or philosophy?
2. Integrative vs Separative
a. Black Nationalism
b. Movement vs Organization
c. Role of Whites and Negroes
3. Role of the Negro Churches - Cooperation with Church groups
4. Role of the Negro Colleges
5. Political Concentration vs Economic Concentration
6. Opposing Local White Power Structure vs Focus on Bringing Federal Government Power to Bear
7. Civil Rights and Peace

B. Leadership Techniques
1. Working with Unions
2. Working with Government Agencies
3. Public Relations
4. Use of Resources (collecting information, community surveys, uses of public and private resources and consultants)
5. Organizational Skills
a. Chairing Meetings
b. Developing an Organized Structure
c. Providing Leadership
d. Sharing Responsibility
e. Problem-Solving

C. Citizenship Education - Educating the voter by using adult education, Negro history, and political science as techniques.

D. Organizational Affiliation
1. Survey of other social action groups
2. Operation Headstart, NAACP, MFDP, etc?
3. Are they aware of the possibilities in the War on Poverty, etc.?
4. Are they involved in union activities?
5. Are they involved on college campuses?
6. Are they active church members?
7. Are they establishing an incom-producing business which employs and attracts local people?
8. Are they helping to set up new organizations - cultural, artistic, etc.?
9. Are they developing a stock pile of resources and available information?

E. Fund Raising

F. Reports, Complaints, Affidavits, and Documentation

LEADERSHIP DEVELOPMENT PROSPECTUS

The Problem:

The civil rights movement is now faced with the challenge of training local leaders and developing community groups to continue our stride toward freedom.

Leaders on the local level now need the knowledge, skills, and attitudes to implement existing legislation, to enter the recent doors of political and economic opportunity, and to rally, notivate, and educate members of their organizations as to the opportunities and needs of our present times.

This challenge has been called "Phase II of the Movement" because of its broad programmatic scope.

The Movement must not only deal with mobilization of the masses as it has done in the past, but now it must concern itself with community organization centered around "felt needs" or "bread and butter" issues. This job is too big for all the national groups put together to do. The challenge is obvious. We must train, advise and develop local leadership.

Building local organizations is essential. Developing secondary leadership at all levels is imperative. SEDFRE is dedicating itself to the servicing of local groups through its leadership development program.

There are thousands of local groups in the country desiring training geared toward doing the following:

1. Understanding and defining the problems facing the community.
2. Coordination activities of local groups toward solving such problems.
3. Analyzing immediate and long-range goals of the community.
4. Relating the ills of the community to the infirmities of our society as a whole.
5. Providing information on civil rights legislation, federal, state and local economic programs.
6. Development of work skills in the areas of community organization and the development of a better understanding of group dynamics.
7. Developing sensitivity towards its members, other community groups and various community needs and issues.
8. A development of attitudes which are essential to bring about maximum community involvement.
9. An introduction to, and an exploration of current ideas in the civil rights movement.
10. Defininf working relations with both public and private institutions designed to bring about social change.

In the last few years the non-violent direct action movement has caught the imagination and won the support of tens of thousands who had been quiescent. The ware of student sit-ins in the upper South in 1960 and the penetration of the deep south by the freedom rides in 1961, had enormous repercussions in those areas and throughout the country. SNCC was founded in 1961; the SCLC began to develop local programs; NAACP chapters in various sections became involved in direct action; major campaigns by CORE such as the Freedom Rides increased the numbers and effectiveness of its chapters. The struggle in the South evoked a response in the North. Chapters which were small, doubled, tripled and quadrupled in size. New chapters were founded.

New organizational patterns were devebped as well. Chapter organization is still the dominant mode of organization. However, the independent, purely local movement and the concept of a task force of semi-professional subsistence workers directly responsible to a national organization who assume many of the responsibilities ordinarily filled by local chapter officers have also evolved.

The nature of the day-to-day activity of the civil rights activists changed. The freedom schools and community centers which began with such brave hopes in Mississippi in the Spring and Summer of 1964, are mostly non-existent now. Some of the freedom schools flourished and seemed to fill a real need. Students were interested and returned day after day throughout the summer. Students and teachers felt a sense of exhilaration and accomplishment. However, with the coming of Fall, the professional teachers returned to the North. Attempts to keep the freedom schools going on a daily after school basis fell through. It seems that we were demanding too much from students. At the same time, the remaining teachers were not trained in methods of teaching or in the subject matter.

Both in the North and the South there is an increasing emphasis in civil rights movement on community organization and political action. This is, of course, related to the increasing concern for issues of economic and political power which fundamentally impinge on the day-to-day lives of Negroes.

As the civil rights movement grew in size, it also began to involve new elements in the Negro community. In 1959, members of the various civil rights groups were relatively experienced and well trained in the modes of action of their own group. The 1960 sit-ins in the South involved students of upward social mobility. Since then there has been a very significant broadening of the participation of middle-class oriented Negroes. This occurs at a time when this class is growing in size and importance. There has also been a conscious and partially successful effort to involve other groups as well: High school dropouts, farm workers, the un-skilled and the unemployed. These people have been attracted to the civil rights movement by its sense of motion and effort to achieve change. On the

whole, they have little fundamental belief in non-violence. They have very few skills, little stake in the community, and little prospect of developing a stake. The accomplishments of the struggle did no really include them.

There has been relatively little effort on the part of civil rights groups to train staff and leaders in techniques and methods of organizing communities, particularly the poor. This has caused tremendous difficulty. Field directors increasingly report that staff members are not trained to meet the new demands of the situation- that once they have mobilized the local community, they have parctically no additional skills to offer.

It is imperative that we train local people who live and have established roots in their respective neighborhoods. Only through training indigenous leaders can we hope to establish long range community action programs.

In fiscal year 1965-66 we ran a general leadership training series consisting of four (4) weekend workshops for the Louisiana-Mississippi region, South Carolina-Florida region and South Atlantic region. Over 200 persons took part in the three (3) series. (The series included the subjects outlined in our prospectus under basic programs.) We organized and sponsored a Citizenship Education Workshop for 100 candidates and/or campaign workers in the South. Participants came from Maryland, Louisiana, Mississippi, South Carolina, North Carolins, Florida, Georgia and Alabama.

Subjects regarding campaigning, political organization, state election laws, and American politics were discussed. Local action groups through the country are demanding more workshops.

SEDF is willing to undertake the long and frustrating task of helping local people to hel themselves by acquainting them with knowledge, skills and attitudes. This challenge has forced some national organizations to act irrationally and unrealistically. Nevertheless, the task is obvious. We must prepare to make local groups politically aware through the evolutionary process of training. We are forced to submit an ambitious program.

L E A D E R S H I P D E V E L O P M E N T

P R O S P E C T U S
(1966 - 1967)

(DRAFT - DO NOT QUOTE OR DUPLICATE)

Scholarship, Education
& Defense Fund for
Racial Equality, Inc.
150 Nassau Street
New York, New York 10038

Marvin Rich, Executive Director
Ronnie M. Moore, Director of Leadership Development

September 1966

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SECTION I

THE PROBLEM

The Civil Rights Movement is now faced with the challenge of training existing local leaders and developing new ones in community groups to continue along the road from right to reality which began with the sit-in movement of the early sixties.

Leaders on the local level now need the knowledge, skills and attitudes to implement existing legislation, to enter the recently opened doors of social, economic and political opportunity and to rally, motivate, and educate members of their organizations as to the opportunities and needs of our present times.

This challenge has been called "Phase II of the Movement" because of its broad programmatic scope.

The Movement must not only deal with mobilization of the masses as it has done in the past, but now it must concern itself with community organization centered around "felt needs" and "bread and butter" issues. This job is too big for all the national groups put together to do. The challenge is obvious. We must train, advise and develop local leadership.

Building local organizations is essential; developing secondary leadership is imperative. SEDFRE is dedicating itself to the servicing of local groups through its leadership development program.

There are thousands of local groups in the country desiring training geared toward doing the following:

1. Understanding and defining the problems facing the community.

2. Analyzing immediate and long-range goals of the community.

3. Coodination of activities of local groups toward achieving these goals.

4. Relating the ills of the community to the broader problems of our society as a whole.

5. Providing information on civil rights legislation, federal, local and state economic problems.

6. Development of work skills in the areas of community organization and the development of a better understanding of group dynamics.

7. Developing sensitivity towards its members, other community groups and the various community needs and issues.

8. A development of attitudes which are essential to bring about maximum community involvement.

9. An introduction to, and an exploration of current ideas in the civil rights movement.

10. Defining working relationships with both public and private institutions designed to bring about social change.

In the last few years, the non-violent direct-action movement has caught the imagination and won the support of tens of thousands who had been quiescent. The student sit-ins in the upper south in 1960 and the penetration of the deep south by the freedom rides in 1961, had enormous repercussions in those areas and throughout the country. SNCC was founded in 1961; the SCLC began to develop local programs; NAACP chapters in various sections became involved in direct action; major campaigns by CORE such as the Freedom Rides increased the' numbers and effectiveness of its chapters. The struggle in the South evoked a response in the North. Groups which were small doubled, tripled and quadrupled in size. New chapters were founded.

New organizational patterns were developed as well. Chapter organization is still prevalent. However, the independent purely local movement and the concept of a task force of semi-professional sudsistence workers directly responsible to a national organization who assume many of the responsibilities ordinarily filled by local chapter officers have also evolved. The independent unaffiliated group concentrating on one problem or in one neighborhood has become the dominant mode of organization.

The nature of the day-to-day activity of the civil rights activists changed. The freedom schools and community centers which began with such brave hopes in Mississippi in the Spring and Summer of 1964, are mostly non-existent now. Some of the freedom schools flourished and seemed to fill a real need. Students were interested and returned day after day throughout the summer. Students and teachers felt a sense of exhilaration and accomplishment. However, with the coming of Fall, the professional teachers returned to the North. Attempts to keep the Freedom Schools going on a daily after school basis fell through. It seems that we were demanding too much from the students. At the same time, the remaining teachers were not trained in methods of teaching or in the subject matter. Now freedom schools organized on different bases are reappearing throughout the country.

Both in the North and the South, there is an increasing emphasis in the civil rights movement on community organization and political action. This is, of course, related to the increasing concern for issues of economic and political power which fundamentally impinge on the day-to-day lives of Negroes.

As the civil rights movement grew in size, it also began to involve new elements in the Negro community. In 1959, members of the various civil rights groups were relatively experienced and well trained in the modes of action of their own group. The 1960 sit-ins in the South involved students of upward socil mobility. Since then there has been a very significant broadening of the participation of the middle-class oriented Negroes. This occurs at a time when this class is growing in size and importance. There has also been a conscious and partially successful effort to involve other groups as well; high school drop-outs, farm workers, the un-skilled and the unemployed. These people have been attracted to the civil rights movement by its sense of motion and effort to achieve change. On the whole, they have little fundamental beliefin non-violence. They have very few skills, little stake in the community, and little prospect of developing a stake. Many of the achievements of the civil rights movement had little meaning for them.

There has been relatively little effort on the part of the civil rights groups to train staff and leaders in techniques and methods of organizing communities, particularly the poor. This has caused tremendous difficulty. Field directors increasingly report that staff members are not trained to meet the new demands of the situation -- that once they have mobilized the local community, they have practically no additional skills to offer. It is imperative that we train local people who live and have established roots in their respective neighborhoods and who will remain after the staff members move on. Only through training indigenous leaders can we hope to establish lon-range community action programs.

In fiscal year 1965-6, SEDFRE ran a general leadership training series consisting of four (4) weekend workshops for the Louisiana-Mississippi region, South Carolina-Florida region and South Atlantic region. Over 200 persons took part in the three (3) series. (The series included the subjects outlined in this prospectus under "Basic Pro grams".) We organized and sponsored a Cititenship Education Workshop for 100 candidates and/or campaign workers in the South. Participants came from Maryland, Louisiana, Mississippi, South Carolina, North Carolina, Florida, Georgia, and Alabama.

Subjects regarding campaigning, political organization, state election laws and American politics were discussed. Local action groups through the country are demanding more workshops.

SEDF plans to undertake the long and frustrating task of helping local people to help themselves by developing useful knowledge, skills and attitudes. We must prepare to make local groups politically aware through the evolutionary process of training. We are forced to submit a program that is ambitious in terms of our past efforts but minute in terms of the demands upon us from the field and in terms of the need.

SECTION II

OUTLINE OF TRAINING ACTIVITIES

Commencing September 1, 1966 through August 31, 1967, our Leadership Training Program shall consist of the following endeavors:

I. TRAINING TRAINERS

A. Two discussion leaders institutes will be sponsored for students in our Leadership Training program who will be used as discussion leaders at our various workshops. The institutes will be designed to develop skills in small group discussions, conferences, etc.

B. Laboratory training of the National Education Association under the auspices of National Training Laboratories will be offered to eight outstanding students who have exemplified unique leadership potentialities at our various workshops. Students will attend the National Training Laboratories Annual Institute in Bethel, Maine.

II. BASIC PROGRAMS

A. In the far West and mid-West regions of our country we plan to run two general Leadership Training series.

B. We have scheduled for week-long workshops. One workshop will be on community organization . 100 community groups across the country to take part.

Two workshops will be on <u>citizenship education</u>. One will consist of participants from the northern area of the country and the other will consist of participants from the south. Students will be selected from labor groups, freedom unions, national civil rights organizations, and various local social action groups. The fourth workshop will be entitled "<u>Civil Rights and Labor</u>".

C. Fifteen specialized workshops will be conducted. Each weekend workshop will cover in depth one of the following subject areas:

1. Public Welfare
2. Urban Problems
3. Citizenship Education
4. Rural Problems
5. Negro History

III <u>INTENSIVE LEADERSHIP PROGRAM</u>

(An intensive leadership training program will be conducted in one city, to be selected.)

SECTION III

STUDENTS

Workshops and workshop series are sponsored by SEDF on request from local groups. We can therefore, make rigorous demands upon students.

Students should consist of active community leaders. There must be a real commitment to return to the group, to use information and skills, to continue learning and to stimulate and involve others.

Recruitment will be done on a widespread, formal, and publicized basis.

Application forms will be distributed widely among civil rights organizations and local social action groups.

The general approach by the program to the students will be to emphasize that the workshops are only the beginnings and the students must follow-up. We will attempt to assist in this effort. Students should not return to their groups and consider themselves elite. They must continue to learn.

The following criteria will be used to select participants:

1) Involvement in local social action group activities
2) Willingness to put skills to work
3) Commitment to attend all workshop sessions
4) Experience in civil rights field work
5) Personal knowledge of community problems

SECTION IV

COURSE OUTLINES

The outlines in this prospectus are the results of one year's experience of running weekend and weeklong workshops in the South, Central, and North Eastern regions of our country. Persons at all levels of community work have been consulted.

In recent talks with scores of local people, field staff, and professionals from New York, Washington, D. C. Louisiana, Mississippi, Florida, South Carolina, North Carolina, California and Ohio, the suggested course outlines were considered essential to the basic training of leaders of the freedom struggle of tomorrow. Some will be emphasized in the North, others in the South.

The course outlines will be further developed through additional consultation with students and members of our training faculty.

SECTION V

TRAINING TRAINERS

Discussion Leaders Institutes are weekend schools designed to acquaint leaders with skills and attitudes in handling effective group discussions. Discussion leaders are usually faced with the following problems:

1. How to stimulate interest,
2. How to get everyone involved
3. How to get people talking
4. How to stop a few persons from dominating the discussion
5. How to keep the attention of the group on the beam
6. How to reach a group consensus
7. How to persuade without antagonizing
8. How to get feed-back
9. How to form an agenda, and
10. How to remove the responsibility of covering items on the agenda from the discussion leader to the group

These and other problems are confronted by discussion leaders as they attempt to get members of our various workshops to absorb, evaluate and meaningfully use the information presented by resource persons from public and private institutions.

Techniques and methods of solving these problems will be illustrated by demonstration, analysis and training through

role playing. Students will be taught how to hold effective group discussions through live group situations, and observations rather than through lecture. Students will be used as discussion leaders and will be trained how to meet live group situations with effectiveness.

Discussion leaders will be taught how to be directive and how to be non-directive. They will be taught how to throw the responsibility from the chairman to the group, in order to solve problems facing the group in the discussion. Observers will be used to watch the group in process; and to notice the effectiveness of the discussion leaders. Discussion leaders will be asked to expose members of their local organizations to the same experience.

Laboratory Training: Laboratory training seeks to contribute ot total community development by focusing on increasing the ability of people in the Negro community to help themselves through "Laboratory" training methods. Conventional training methods (Lectures, discussions, demonstrations) can provide important information without actually changing people's ways of behaving. Effective training for action has to simultaneously involve the levels of knowing, doing and feeling.

Laboratory training methods, pioneered by the National Training Laboratories (NTL) since 1947, have demonstrated effectiveness in the field of community action. To date, the number of Negro participants has been small. There have been no Negro

teams. For training within the balck community Negro trainers have major advantages over white trainers, including:

1) Trainers will be more sensitive to the needs of the participants and the community.
2) Trainers would not have to deal with the same distrust and antagonism with which white trainers must deal.
3) Negro trainers, in their status as trainers, will contribute to heightening the self-esteem of the Negro participants.
4) Trainers would be living examples to people from the minority community that "we can help ourselves."

We would like to send an eight person team, with demonstrated leadership potential in civil rights, to attend N. T. L.'s Community Action Laboratory which is held yearly for a two-week intense period of training. Those selected will have participated in previous S. E. D. F. workshops in particular civil rights program area.

The community leadership laboratories focus laboratory training methods on individual, small-group, and organizational prlblems in community decision making and action. The aim (whether in training an individual participant or a team of co-workers) is to promote more effective analysis and action in groups and organizations. A new "mix" theory, action training, experience, practice, and analysis of back-

home problems has been developed through community laboratories since 1960.

The basic subject matter is the immediate behavior of participants. The laboratory task is to build work groups than can set goals, define problems, communicate, develop leadership, and provide the functions of responsible membership. This is not an academic exercise but a realistic work experience. A wide variety of learning activities clarify and support this experience and help participants apply it in backhome situations where the same skills and senseitivities are needed.

The laboratory Sessions will include:

Problems Analysis Sessions - focusing on backhome problems and testing models for community action.

Lectures and Discussions - supporting laboratory experiences with knowledge and theory from the behavioral science.

Practice and Action Training - To test and experiment with new ways of approaching problems blocking effective community action.

SECTION VI

BASIC PROGRAMS

The following pages will describe the general leadership training series, weeklong workshops, and specialized workshops.

SECTION VI
PART ONE

GENERAL LEADERSHIP TRAINING SERIES

There will be a series of four weekend workshops, namely: Legal View of Civil Rights and Liberties, Economic Dimensions of Civil Rights, Community Organization, and Developing Work Skills. A fifth weekend may be added to thw series on order to introduce the participants to laboratory training. Workshops in the series will be about one month apart.

Our first series is tentatively set to begin in Los Angeles, California, most likly the third weekend in October, 1966. The program for the Mid-west will begin in Columbus or Cleveland, Ohio in January, 1967.

Staggered basis will permit evaluation and improvement during the semester as a result of evaluating student response to subject matter, literature, and instructors.

To determine the need for additional courses, we plan to keep in oral and written c ntact with all participants.

We are presently making arrangements to meet in churches and/or community centers for minimal renatal.

L. LAWS OF CIVIL RIGHTS AND CIVIL LIBERTIES

A. The Constitution as a Source of Strength

The nature of the law, the nature of the U.S. Constitution, power of the law, different kinds of law: nomative, prohibitory, prescriptive, and the burden of proof will be discussed. Students will also review the First, Fifth, Sixth, Thirteenth, Fourteenth, and Fifthteenth Amendments and the limitations of the U.S. Constitution.

B. Civil Rights Legislation

An explanation of the Civil Rights Act and the voting laws of 1957, 1960, 1964, and 1965 will be given. After a short legal analysis of each law, the group will discuss techniques of using the laws provisions. Emphasis will be placed not only on the formal provisions of the law, but also on the practical application of the legislation to the needs of the community. Special attention will be given to both specific federal programs covered under Title VI and legal procedural requirements involved in the application of Title VII of the Civil Rights Act.

Students will also view the Presidential Executive Orders, Numbers 11063, 10925, 11114, ,,246. The Orders will be explained in lay language and the practical uses of such Executive acts will be discussed. The changes in such orders by the President in his Executive Order of September 25, 1965 will also be explained. Additional attention will be given to the pending civil rights legislation of 1966.

C. The role of the U.S. department of Justice, the U.S. Civil Rights Commission, and various civil rights divisions of other governmental agencies. This study will cover the structure, objectives, uses, personnel, policies and attitudes of the agencies involved.

D. The Law and Civil Disobedience

Discussion of the role of social protest, jail without bail, legal rights of persons who engage in riots, arrests and bail, legal aid, sentencing, and other court problems, and police brutality. A review of where the United States Supreme Court stands on non-violence and civil disobedience will be given.

E. A Discussion or Debate on the Subject:

Is there a need for more civil rights legislation, or do we need only Executive action on the laws already passed? Or do we need both?

Students will be geared toward dealing with the necessary follow-up question to the above, and that is: Whatever is needed, how do we organize to get it?

II. URBAN PROBLEMS

A. Police and Community

Students will examine the typical approach of police to Negroes and the Poor, and the relation of crime to poverty both in terms of poverty breeding crime, and also breeding police brutality. Participants will also be acquainted with the operation of police bureaucracy and they will deal with proposed solutions such as the civilian review board, recruitment

police training and procedures, possibility of local police commissioners, and expanded use of Negro police.

B. Employment

Dealing with the problems of unemployment. Training the unemployed in skills applicable to industry's needs today and tomorrow. Meeting the challenge of automation; dealing with the unemployable; developing a stable and balanced employment picture; labor laws, (Including FICA, FLSA, MDTA, The Minimum Wage Law, Landrum Griffin Act) - how these laws affect the working man. Ways and means of ending discrimination in union membership and work apprenticeship.

C. Housing

Description of housing problems, including the failure of the government to accept responsibility for housing low income groups; new solutions will be discussed such as: vast increases in public housing, local ownership and control of slums, subsidies for rehabilitation at rents people can afford, local control of renewal, rehabilitation and enforcement programs. Workshops will cover area of organizing the ghetto.

D. Education

This discussion will cover the education situation in general, including the failure of efforts to integrate. The bureaucracy of the school system, the inadequacies of staff and equipment of Negro schools, and new solutions to such problems; pre-school enrichment programs, new teaching aides, private school systems, etc. will be examined.

E. Health and Welfare

Problems of Negroes with Welfare, public health, and similar problems; a review of inadequacies of current proframs, new solutions (revised welfare provisions, increased services to the poor, changing attitudes and use of indigenous community people in the programs.) Possibilities of coalitions on health problems with some institutions and some social health, and welfare personnel. Additional discussion will be centered around social security, Medicare, and other benefits.

III. PHILOSOPHICAL IDEAS CURRENT IN THE MOVEMENT

A. Non-violence

1. Non-violence vs. slef defense
   a. tactic
   b. philosophy
2. Non-violence vs. violence
   a. riots
   b. organized terrorism

B. Integrative vs. Separative

1. Black nationalism vs. black power
2. Movement vs Organization
3. The roles of whites and Negroes

C. Political Ideologies

1. People's revolution
2. Third party
3. Socialism

D. Political concentration vs. Economic Concentration

E. Civil Rights Organizations and Coalitions

1. working with the peace movement
2. working with unions

3. working with governmental agencies

4. working with major political parties

IV. COMMUNITY ORGANIZATION

A. Community Analysis

1. Geographic analysis - demographic studies

2. Economic base

3. Leadership Patterns and Sources

4. Centers of Power (religious, business, political, class, cultural, and ethnic grouping, racial)

5. Role of the police: sheriff, deputies

6. Resistance forces: KKK, sheriffs, white power structure

7. Ccoperative forces: civil rights organizations, federal government, federal judiciary, unions, churches

8. Specific function of each cooperating force

B. Citizen Involvement

1. Causes for ignorance, illiteracy and fear - which combine to symbolize apathy

2. Rewards for remaining apathetic?

3. Rewards for becoming active?

4. Identification of block, neighborhood, or area leaders
Focus on people who can influence others, not on everybody or on followers?

5. Opportunities for assuming increasing responsibility.

6. Opportunities for receiving continuing training.

7. Possibility of developing a continuing program and/or service - complaint bureau, credit union, etc.

8. Possibility for economic, social and political growth

C. Involving the Middle Class - Teachers, Ministers, Civil Servants, etc.

1. What are the rewards for involvement?

2. What sanctions does the Negro community provide?

3. How do you involve the middle class?

D. The Management of Conflict

1. Delineation of a Target - and documentation of rationale

2. Selection of vulnerable targets

3. Sustaining the crisis

4. Use of the press, TV, and public opinion

E. Self-Advancement Activities

1. Cooperatives

2. Local Development Corporation

3. Single purchase cooperative

4. Joint banking - credit union

5. Development of business

6. Exploitation of CEO Program, research and governmental grants

7. Adult basic education program

8. Training programs

9. Control over curriculum in schools

10. Legal action on every possible level

11. Boycotting

12. Community construction of facilities

13. Dues payment on regular basis

14. Family planning clinics

F. Operational Techniques

1. Regular caucuses of leaders

2. Regular meetings of all organizations

3. Newsletters, announcements from pulpits

4. Fund raising

5. Time and timeliness

6. Clearinghouse of Information

G. Organizational Affiliation

1. Survey of social action groups

2. Operation Headstart, NAACP, MFDP, etc.

3. Are they aware of the possibilities in the War on Poverty, etc?

4. Are they involved in union activities?

5. Are they involved on college campuses?

6. Are they active church members?

7. Have they established an income-producing business which employs and attracts local people?

8. Are they helping to set up new organizations - cultural, artistic, etc..?

9. Are they developing a stock pile of resources and available information?

10. Union

11. Governmental agencies

I. Fund raising - relationship to program & public relations, annual budget and event budget - emphasis on chapter techniques

J. Reports, Complaints, Affidavits, and Documentation

K. Public Relations

Contacts with other other groups - press - on the job attitudes

SECTION VI - PART TWO

WEEKLONG WORKSHOPS

Representatives of local community groups will be assembled together in a weeklong workshop setting to study subjects outlined in the subsequent pages. Approximately 100 community leaders from across the nation will be selected to study community organization. 100 political activists from the South will be selected to review the major principles and methods in Citizenship Education. There will be two weeklong workshops on Citizenship Education, one for the north and one for the South.

100 participants will be selected from civil rights groups, freedom unions, regular labor unions, and local social action organizations to ponder over the problems involved in area of "labor and civil rights". The students will help us further modify the course outline.

COMMUNITY ORGANIZATION
WEEKLONG WORKSHOP

I. LABORATORY TRAINING

See page 1, Training Trainers Section V

II. LECTURE

See Community Organization page 6, Section VI, Part One

A. Community Analysis
B. Citizen Involvement
C. Involving the Middle Class
D. Management of Conflict
E. Self Advancement Activities
F. Operational Techniques
G. Organizational Affiliation
H. Fund Raising
I. Reports, Complaints, Affidavits and Documentation
J. Public Relations

III. BASIC PHILOSOPHICAL IDEAS IN THE MOVEMENT

See page

IV. STUDYING CASE HISTORIES

A. Local Community Action Projects
B. Social Movements

CITIZENSHIP EDUCATION
WEEKLONG WORKSHOP

I. OBJECTIVES

A. to develop a practical understanding of the functions and responsibilities of city, county, and state governmental positions through lecture, socio-dramas, and mock campaigns and elections.

B. to introduce participants to the structure, policies, platforms, and personalities of American political parties.

C. to expose the participants to ways and means of effective political campaigning, and techniques.

II. AGENDA FOR WORKSHOP

(To be modified to meet the needs of participants)
Three sessions on a day - morning, afternoon and evening. Evening sessions will be informal discussions with political figures, one evening would be devoted to mock campaign planning and strategy meetings.

First Day

I . The political Process - A session of background information.

A. The political Divisions

1. Local - (ward, city, county) Representatives to city or county governing body, mayor, sheriff, etc.

2. State - Governor

3. National - Senators, Congressmen

B. Important Laws Regulating the Political Process

1. Registration

2. Political parties

3. Rules for how candidates qualify to be on the ballot

4. Governing the holding of elections - primaries and general elections

5. Setting up rules for conduct of election

C. Political Parties

1. Function

2. How they operate at various levels of government

D. The Two-Party Structure and the History of Third Parties

<u>Afternoon Session</u>

II. Local Political Organizations

Panel of persons who have set up and worked in political organizations to discuss:

A. Purpose of local organization

B. How to organize a local group

C. Its relation to the existing party organization

D. Typical form of local organization or clubs-officers, constitutions, etc.

E. How to encourage membership

F. Whether organization should only concentrate on elections or whether it should concern itself with community problems

Evening Session

Talk on similarities and differences between local political club and a typical community organization. To be delivered by someone who has had experience on both and has had some success in using a political club to influence elections and public policy.

Second Day - to be devoted to methods of organizing and running a political campaign

III. Setting up a Campaign Organization

A. Campaign Manager

B. Assignment of other responsibilities - what each entails

1. Canvassing
2. Budget and fund raising
3. Publicity and public relations
4. Platform
5. Literature
6. Membership

C. Recruiting workers

D. Contacting other organizations

E. Setting up a calendar

IV. Afternoon - Conducting a Campaign

A. Setting up card files on voters

B. Locating prospective voters

C. Contacting voters

D. Canvassing and follow up techniques and mechanics

E. Speeches and rallies, etc.

F. Divisions of labor between candidate and campaign manager.

V. Evening - Divide in two groups and form mock campaign organizations. Give each group an assignment.
One might be to set up a plan for a campaign to elect a sheriff giving all the details of the local situation, the other might be state-wide or congressional race.
After each group sets up its plan, they should choose someone to present the plan at a final session with the two groups joined together to compare and criticize plans.

Third Day - Morning

VI. How to Appeal to the Voters

A. Platforms and Issues - pre-campaign planning

B. How can a Negro candidate appeal to white voters where the percentage of Negro-white voters is about 50-50, 35-65%

C. Using publicity and public relations.

Afternoon

VII Socio-dramas - Pick persons and give them situations so that they can act out and demonstrate

A. How to canvass

B. How to make a campaign speech

Evening

VIII Discussion by a Negro candidate telling his experiences in running a campaign

Fourth Day Devoted entirely to election day

Morning

IX. Campaign Plans for Election Day

A. How to set up an election day organization

B. How to get out the vote on election day

Afternoon

X. How to Insure a Fair Vote - Session conducted by a lawyer

A. What is the election law, how to be certain it is enforced

B. What kind of advance preparations can be made

C. How do you conduct yourself in the polling place to prevent fraud

Evening

XI. Talk by the winner of an election with discussion of his experiences in office as well as discussion of how his campaign was successful.

Fifth Day

Morning session to be led by political scientist discussing history and theory of parties. Afternoon session to be a debate between representatives of view that we should work within the existing parties with someone representing the view that we should form independent parties.

Evening

Evaluation of the workshop suggestions, for improvement.

LABOR AND CIVIL RIGHTS
WEEKLONG WORKSHOP

An understanding of the structure, purpose, functions methods of operation, relationship of the trade union movement to civil rights and poverty programs will be sought.

I. History of the American Labor Movement - The evolution of labor in America, early conspiracy laws, the role or radicals, sweatshops, industrial vs. craft unionism, early political role.

II. How the Unions Work - The mechanics of a local trade union; how the union protects the members, the contract, grievance procedures; arbitration; safety, health pensions, supplemental unemployment benefits, etc.

III. How the Unions Work: Union government on the local, international and federation levels

IV. Labor and Society: Labor's role in the National Economy- maintaining purchasing power, stabilizing the industry, FLSA, etc.

V. Labor and Society: Community action and the role of labor in securing better community services.

VI. Labor and Society: National Politics, the strategy and goals of labor

VII. Current Problems of the Labor Movement: Automation and the technological Revolution - changing mix of blue and white collar jobs

VIII. Current Problems of the Labor Movement: Challenge of the White Collar Worker, new attitudes toward labor, demands for status

IX. Current Problems of the Labor Movement: Organizing the South - Problems and Prospects-The question of Negro membership, representation, participation and advancement.

X. Current Problems of the Labor Movement: Wage guideposts and inflation; Section 14B of the Taft-Hartley Act; Minimum Wage; public employees

XI. Labor and the Underclass: The unorganized and the unemployed - Agricultural workers - hospital workers, domestic employees.

XII. Labor and Structural Change: The Guaranteed Annual Income; workers control; new strategies for change.

SECTION VI
PART THREE
SPECIALIZED WORKSHOPS

Specialized workshops are designed to be follow up institutes to the leadership training series which we ren last year. Local groups periodically call on us to set up weekend workshops to cover a particular subject. Usually, the subjects fall in one of five categories: Public Welfare, Urban Problems, Citizenship Education, Rural Problems, and Negro History.

The following pages describe the subject matter. Representatives of the local groups involved with us revise our course outlines to meet their needs. Each Roman Numeral represents a possible specialized weekend workshop.

I. PUBLIC WELFARE

The welfare system, as is functions today, is a poverty-perpetuating institution. A product of the Depression, designed to deal with a temporary problem, it has continued to exist in a philosophical climate, the sole goal of which is to get people off the welfare rolls and to keep budgets down. Unchanging public

attitudes about the poor have supported this goal with the result that welfare administrative practices of denial of rights and entitlements operate against the poverty stricken.

The influence and direction of the civil rights movement, protests by the poor and the involvement of activists in social agencies as well as in local community groups point up the need for training for immediate action to force welfare agencies to function humanely, to bring about substantial increases in welfare money grants and services, and to work to establish a climate to end dependency, poverty and human misery.

The Leadership Training Program will seek to train local persons in the following areas:

1. Problems of welfare recipients - a general approach to give background information on public attitude and administrative practices.
2. Welfare rights information - Outline of the federal program, social insurance, guaranteed minimum income concept; agencies and services available
3. Organizing the welfare recipients' action group - developing contacts among recipients; dealing with fear, shame, hostility; pressing for all rights and benefits

4. Legal assistance; individual grievances and test cases; appeals procedures

II. URBAN PROBLEMS

Students will examine the relationship of the following specific urban problems to this governmental structure and to the poor:

Police and crime, employment, housing, education. Attention will be given to federal and state law pertaining to those topics and their usefullness - or lack of it - to the organizer.

III. CITIZENSHIP EDUCATION

This weekend workshop will be a condensed version of the course outline described under Citizenship Education Weeklong workshop of this prospectus.

See Page 3, Section VI, Part Two

IV. RURAL PROBLEMS

A. Elections for committeemen of the Agricultural Stabilization and Conservation Service (ASCS)

B. Housing Problems - Farmers Home Administration Loans

C. Organizing sharecroppers and migrant workers for better working conditions and higher income

D. Co-ops

1. General evaluation of co-op operation

2. Diversification of products

3. Specialization of products
4. Farm supply
5. Farm management

E. Federal programs designed to help farmers

F. Introduction to organizations formed to help farmers, like NSF(National Sharecroppers Fund)

V. NEGRO HISTORY

A. Heritage of the Negro

1. Civilization and achievements of Ancient Africa and significance to American Negro of today.
2. Exploration of the Negro past through art, sculpture, and present day pageantry which reflect the old culture.

B. The Negro and the South

1. Defining the term "Southern Way of Life"
2. The life of the Negro in the South

C. Slavery

D. Tracing Negro History

1. From emancipation to end of World War II
2. Four major Negro figures
   a) Frederick Douglass
   b) Booker T. Washington
   c) W. E. B. Dubois
   d) Marcus Garvey

E. New Mood

1. Negro Militancy since 1954

a) Martin Luther King

b) Roy Wilkins

c) Malcom X

d) Medgar Evers

e) Robert Moses

f) Other personalities and organizations

F. Discussion on Negro personalities
and Black philosophies

SECTION VII

PROPOSED SCHEDULE OF WORKSHOPS*

Sept. - Specialized Workshop on Citizenship Education(Florida)

Oct. - Discussion Leaders Institute (Buckeys Town, Md.)
California Series begins (Los Angeles, California)
Specialized Workshop on Public Welfare (Miss.)

Nov. - Specialized Workshop on Citizenship Education (Louis.)
California 2nd Workshop (Los Angeles, California)

Dec. - Weeklong Workshop on Community Organization (Buckeys Town?)
California 3rd Workshop (Los Angeles, California)

Jan. - Specialized Workshop on Citizenship Education (Miss.)
California 4th Workshop (Los Angeles, California)

Feb. - Weeklong Workshop on Labor and Civil Rights (Buckeys Town, Md.)
California's 5th Workshop (Los Angeles, California)
Discussion Leaders Institute (Frogmore, S. C.

Mar. - Specialized Workshop on Public Welfare
Specialized Workshop on Citizenship Education (S. C.)
Ohio series begins

Apr. - Specialized Workshop on Rural Problems (Louis.)
Ohio 2nd Workshop
Specialized Workshop on Public Welfare (Florida)

May - Ohio's 3rd Workshop
Specialized Workshop on Public Welfare (S. C.)
Specialized Workshop on Rural Problems (Florida)

June - Specialized Workshop on Citizenship Education (Md.)
Specialized Workshop on Negro History(NE Region)
Specialized Workshop on Negro History(Louis. & Miss.)
Ohio's 4th Workshop

July - Weeklong Workshop on Citizenship Education (South)

Aug. - Weeklong Workshop on Citizenship Education (North)

* Additional Specialized Workshops will be scheduled as requested.

SECTION VIII

INTENSIVE LEADERSHIP TRAINING

This program of leadership development is designed to provide training services to local groups in a given community on a sustained basis.

This program will require dedicated participation by the trainees for a period of three months. Each student will be required to attend two (2) 2½ hour sessions per week and six (6) weekend workshops during the program. The project will be open only to sixty (60) participants. It will be repeated three times in the same city within the year. Three months of the year will be devoted to recruitment of students from various community groups. The program will be evaluated after each three month period.

FORMAT

We are now considering running the series in one of the following cities: Newark, New Jersey; New Orleans, Louisiana; Los Angeles, California; Baltimore, Maryland; Philadelphia, Pennsylvania; or Columbus, Ohio.

The director of the program will be in charge of recruitment, communication with participants between workshops, and involvement of all interested local groups.

Before commencing the program, a survey will be made to find out what local organizations exist. Attempts will be made to involve all groups. Participants will be

selected on the basis of commitment to work in the community.

It is believed that this program will aid the community organizations to effectively work together toward common goals though in some cases, although their means may differ. Such coordination will prevent the waste of human and physical resources, which often occurs as the result of organizational jealousy, duplication of activities, and group conflicts.

The seminars will give all participants an informative background on the issues of our times and available means of solving their community problems. Seminars will serve to give information and to develop work skills and proper attitudes.

The students will meet twice a week from 7:00 pm to 9:30 pm (1) to attend a specialized workshop designed to help provide useful approaches to pressing community problems (2) to evaluate their work with local groups (3) and to participate in a seminar on one of the subjects described in the course outline. There will be six weekend workshops during each three month period. The workshop will be on the subjects stipulated in the course outline, or on subjects deemed essential by the participants.

SEMINARS FOR WEEKLY MEETINGS

Some seminars will last one week; others will be shorter or longer. Some sessions will be devoted to meeting the immediate and individual needs and concerns of the participants.

Description of Seminars

1. Negro History

Attempts will be made to review the lives of outstanding Negroes in American History. Discussion will begin with the history of slavery. A review of Negro participation in American wars beginning with the American Revolution to the present day. Information on the economic, political and physical contributions of Negroes to American life will be explored. The participants in the course will explore the meaning of Negritude and racial identification. The American journey of the Negro from 1619 to 1966 will be discussed.

2. Methods of Social Action

The participants will critically examine the issues and problems involved in organizing the poor and mobilization of the masses. Attempts will be made to review the Federal War on Poverty, cooperatives, non-violent direct action, the Cloward-Piven strategy on public welfare and other activities designed to develop better economic and political power bases among the poor. Social action could not be discussed without giving some consideration of coalitions political -- economic, etc.

3. Police and Community

See Section VI, Part I, Page 3

4. Legal Problems and the Poor

There are three main areas in which legal problems of the poor must be analyzed and distinguished from those of the middle class, black or white:

(1) Consumer fraud and financing. Obviously the poor have the same basic needs and desires as all others in attempting to meet the demands of their families. But since they have a shortage of ready money, they are forced to pay higher prices than the ordinary citizen and they obtain financial credit at often exhorbitant rates, because the normal sources of credit are closed to them. Consideration must be given to what can be done in a variety of ways to meet the necessities of the poor under circumstances which are fair.

(2) Many poor families obtain welfare assistance. Until recently, welfare agencies were a law unto themselves. Welfare law is just beginning to be understood not only by the clients but by lawyers and welfare aides. The rights of people under various welfare programs, their right to appeal and to counsel should be made explicit.

(3) Members of poor families more often are in trouble with the law in large part (though, of course, not entirely) because the police treat the poor differently from the middle class. Further, when members of poor families are arrested, bail is often unnecessarily required and legal counsel is not available. The right to be released without bail, the right to have counsel, the right not to be abused by the police, the right not to have one's house searched in violation of the Constitution - these are all matters which should be discussed.

There is no reference to housing problems although obviously housing is of major concern. But in my view, housing is largely directly connected with discrimination rather than poverty. Similarly, there is no reference to school problems for the same reasons. Although in both cases, there might be shown a correlation between discrimination and poverty.

5. Consumer Problems - The Poor are exploited daily through credit buying. Attempts will be made to explain the purpose of family budgeting and dangers of credit buying. Fraud, fine print contracts, loans, and other items will be discussed so that the poor can better protect themselves.

6. Community Organization - Participants will evaluate their community work in groups. Attitudes and skills for community organization will be taught and developed. Group dynamics will be the center of training in this area.

7. Laboratory Training - The participants will be taught how to obtain total community development by focusing on increasing the ability of people in the Negro community to help themselves through laboratory training methods. See Section V, page 2.

8. Citizenship Education - Citizenship education trainees will be introduced to the governmental and political party structured of our nation at all levels: local state and national. Students will be introduced to methods of operation, policies and personalities of public offices and political parties. A further detailed explanation is given in the Section entitled "Weeklong Citizenship Education Workshop"

9. Labor Unions - An understanding of the structure, purpose, functions, methods of operation, relationship to civil rights and poverty programs will be taught.

10. Urban Problems - An analysis of the problem facing sit city will be given. Attempts will be made to relate the immediate ills of that city to the problems of our society. A further detailed explanation of this workshop can be found under II of our General Leadership Training series outline of this prospectus.

WEEKEND WORKSHOPS FOR INTENSIVE LEADERSHIP TRAINING PROGRAM

The weekend workshop will deal in depth with the following subjects:

I. Laboratory Training

II. Community Work Skills

III. Community Organization

IV. Basic Philosophical Ideas in the Movement

V. Civil Rights and Civil Liberties

VI. Urban Problems

An entire weekend will be devoted to each of the above subjects.

I. First Weekend - Laboratory Training

For definition see page 2, of Section V

II. Second Weekend - Community Work Skills

A. Leadership Techniques

1. working with unions

2. working with governmental agencies

3. public relations

4. use of resources (collecting information, community surveys, uses of public and private resourees and consultants)

5. organizational skills

a) Chairing Meetings

b) developing an organized structure

c) providing leadership

d) sharing responsibility

e) problem solving

B. Organizational Affiliation (see page)

III. Community Organization

All phases of community organization will be discussed in the workshop:

Basic community analysis - geographic, economic, racial, organizational class, judiciary, etc.;

Citizen involvement - attitudinal causes for behavior, motivation for involvement, possibility of organizational development;

Middle-class involvement;

Management of Conflict - delineation of a target, sustenance and use of crisis;

Self-advancement activities - cooperatives, credit unions, small business, adult education and training;

operational strategies - meetings, fund raising, publicity, information

V. Civil Rights and Civil Liberties See page

VI. Urban Problems See Page

SECTION VIII
Part 2

CLASS FORMAT

FIRST MONTH

First Weekend Workshop - LABORATORY TRAINING

First Week:

1-Laboratory Training
2-Laboratory Training

Second Week:

1-Negro History
2-Negro History

Third Week:

1-Methods of Social Action
2-Methods of Social Action

Fourth Week:

1-Police and the Community
2-Police and the Community

SECOND MONTH

Second Weekend Workshop - COMMUNITY WORK SKILLS

First Week:

1-Legal Problems of the Poor
2-Legal Problems of the Poor

Second Week:

1-Community Organization
2-Community Organization

Third Week:

1-Community Organization
2-Community Organization

Fourth Week:

1-Citizenship Education
2-Citizenship Education

THIRD MONTH

Third Weekend Workshop - COMMUNITY ORGANIZATION

First Week:

1-Consumer Problems
2-Consumer Problems

Fourth Weekend Workshop - PHILOSOPHICAL IDEAS CURRENT IN THE MOVEMENT

Second Week:

1-Laboratory Training
2-Laboratory Training

Fifth Weekend Workshop

Third Week:

1-Labor Unions
2-Labor Unions

Fourth Week:

1-Urban Problems
2-Urban Problems

Sixth Weekend Workshop - URBAN PROBLEMS

SECTION IX

FACULTY

Civil Rights workers, academics, and governmental officials will be used as resource persons.

Faculty members will be selected on the basis of civil rights field experience, knowledge of subject matter, ability to speak in lay terms, understanding of the civil rights movement, experience in communicating with adults, and above all, a willingness to stay in written and oral communication with students after the workshop sessions.

They must be able to establish good rapport with our trainees.

The following persons agreed to participate in our program:

FACULTY

Bell, Murphy W.
Attorney
971 South 13th Street
Baton Rouge, Louisiana

Birnbaum, Max
Director of Education
American Jewish Committee
New York, New York

Blake, William E.
Chief
Branch of Training Procedures
and Standards
U.S. Dept of Labor
Washington, D.C.

Bond, Julian
House of Representatives
Atlanta, Ga.

Bronstein, Alvin J.
Attorney
Lawyers Constitutional Defense
Committee
603 N. Farish Street
Jackson, Mississippi

Cloward, Richard
Professor of Social Work
Columbia University
2 E. 91st St.
New York, New York

Collins Robert
Attorney
Collins, Douglas and Elie
2211 Dryades Street
New Orleans, La.

Curvin, Robert
Associate Director
Rutgers University Community Action
Training Program
Newark, New Jersey

Doar, Mrs. Lila
Consultant
U.S. Employment Service
U.S. Dept. of Labor
Washington, D.C.

Douglas, Nils R.
Attorney
Collins, Douglas & Elie
2211 Dryades Street
New Orleans, La.

Due, John
Attorney
Scholarship, Education and
Defense Fund for Racial Equality
540½ W. Brevard Street
Tallahassee, Fla.

Duncan, Charles
General Counsel
U.S. Equal Employment Opportunity
Commission
Washington, D.C.

Elie, Lolis
Attorney
Collins, Douglas & Elie
2211 Dryades Street
New Orleans, La.

Forstenzer, Steve
Hospital Administrator
Membership Committee
Medical Committee on Human Rights
New York City

Gartner, Alan
Executive Director
Suffolk County Poverty Program
1 Old Indian Head Rd.
Cammack, New York

Gellerman, William
Assistant Professor of Organiza-
tional Behavior
N.Y. School of Industrial and Labor
Relations
7 East 43rd Street
New York, New York

Glickstein, Howard
General Counsel
U.S. Commission on Civil Rights
Washington, D.C.

Green, Ernest
Field Representative
Workers Defense League
Apprenticeship Program
1646 Fulton Street
Brooklyn, New York

Guernsey, George T.
Assistant Director of Education
AFL-CIO
815 16th Street, N.W.
Washington, D.C.

Haley, Richard
Southern Director, CORE
2209 Dryades Street
New Orleans, Louisiana

Hill, Norman
Legislative Representative
AFL-CIO
815 16th Street, NW
Washington, D.C.

Hill, Oliver
Assistant to the Commissioner
Intergroup Relations Service
Dept of Housing and Urban Development
Federal Housing Administration
Washington, D,C.

Levine, Alan
American Civil Liberties Union
156 Fifth Avenue
New York, New York

Tom Levin, Ph.D
Consulting Psychiatrist
11 W. 81st Street
New York, New York

Meier, August
Historian
Roosevelt University
430 S. Michigan Avenue
Chicago, Illinois

Morgan, Charles
American Civil Liberties Union
Atlanta, Ga.

Neibuhr, Christopher
Community Service Society
New York City

Pierce, Jim M.
Coordinator
Industrial Union Dept., AFL-CIO
Washington, D.C.

Piven, Frances
Assistant Professor of Social Work
Columbia University
2 East 91 Street
New York, New York

Powell, Daniel
Director
Committee on Political Education
Cope Area No. 5
5298 Revere Rd.
Memphis, Tenn.

Rachlin, Carl
Legal Director
Scholarship, Education & Defense
Fund for Racial Equality
150 Nassau Street
New York 10038

Raug, Joseph
1625 K Street, NW
Washington, D.C.

Rogin, Larry
Director of Education
AFL-CIO
815 16th Street, NW
Washington, D.C.

Schwartz, Harry
Chairman
Planners for Equal Opportunity

Seidenberg, Faith A.
Attorney
217 State Tower Building
Syracuse, New York

Shull, Leon
Executive Director
Americans for Democratic Action
1223 Connecticut Ave, N.W.
Washington, D.C.

Templeton, Furman
Attorney
Newark, New Jersey

Templeton, Hilda
Field Representative
Urban League of Essex County
58 Jones Street
Newark, New Jersey

Thabit, Walter
Planners for Equal Opportunity
New York, New York

Thompson, Robert A.
Assistant to the Regional
Administrator
Intergroup Relations
Department of Housing and
Urban Development
Peachtree-Seventh Building
Atlanta, Ga.

Wendell, Doanld M.
Associate Director
United Community Corporation
124 Branford Place
Newark, New Jersey

Whaley, Betti S.
Director of Personnel and Training
National Urban League
New York, New York

Wilcox, Preston
Assistant Professor of Social Work
Columbia University
2 E. 91st Street
New York, New York

Yette, Samuel
Director of Field Services
Office of Economic Opportunity
Washington, D.C.

SECTION X
BUDGET

LEADERSHIP DEVELOPMENT PROGRAM BUDGET

ADMINISTRATION

Director's Salary		$ 9,500
Director's Expenses (Lodging, food, car maintenance, incidentals, averaging $350 per month)		4,200
Clerical Assistance		8,500
Rent	$ 50 per month	600
Postage	35 " "	420
Telephone	200 " "	2,400
		$ 25,620

AUDIO-VISUAL MATERIALS $ 2,500

TRAINING TRAINERS

Two (2) Weekend Discussion Leaders' Institutes for 25 Persons Each Weekend

Room and Board 13.00 per person per weekend	$ 325
Faculty Travel	300
Student Travel 20,000 miles at .08 per mile	1,200
Information Kits ($1.50 per person)	37.50
Faculty Salary	200

Cost for 1 Institute $2,062.50
Cost for 2 Institutes at $2,062.50 $ 4,125 $4,125

NATIONAL TRAINING LAB

Travel, room and board for 8 persons to be selected from various students involved in leadership training programs to attend Annual National Training Laboratories Institute 5,000 $ 5,000

BASIC PROGRAMS

General Leadership Training Workshops

Two (2) General Leadership Training Series
(8) Weekend workshops with 50 persons in each

Room and board 13.00 per person	$ 650	
Faculty travel	450	
Student Travel 6,000 miles at .06 per mile	360	
Information kits ($1.50 per person)	75	
Faculty Salary	200	
Cost per Workshop	$ 1,735	
Cost for 8 workshops		$ 13,880 $13,880

15 Specialized Weekend Workshops, 40 Persons In Each

Room and Board 13.00 per person per weekend	$ 520	

Faculty Travel	$ 350		
Student Travel 5,000 miles at .06 per mile	300		
Information Kits ($1.50 per person)	60		
Faculty Salary	200		
Cost per workshop	$ 1,430		
Cost for 15 workshops at $1,430 each		$ 21,450	$21,450

4 Area-Wide 6-Day Workshops
for 100 Persons Per Workshop

Recruitment and Follow up

Staff Salary		$ 6,500	
Staff Expenses (Lodging, food, car maintenance, incidentals, averaging $300 per month)		3,600	
Room and board per person at $6.50 per day	$650 per day		
Faculty travel	2,000		
Faculty salary	500		
Student travel 40,000 miles at .06 per mile	2,400		
Information kits at $3.00 per person	300		
Cost for 1 Workshop	$ 9,100		
Cost for 4 Workshops at $9,100 each		$36,400	
			46,500

INTENSIVE LEADERSHIP TRAINING
FOR 60 PERSONS FOR 3-MONTH PERIOD

Staff Salary		$ 7,000
Staff Expenses (Food Lodging, car maintenance, incidentals, averaging $150 per month)		1,800
Faculty travel	$ 200	
Faculty salary	200	
Student travel	150	
room and board 13.00 per person per weekend	780	
Information kits ($1.50 per person)	90	
Cost for 1 weekend workshop	$ 1,420	
Cost for 6 weekend workshops at $1,420 each	$ 8,520	
Program will be repeated 3 times during the year, totaling 18 workshops at $8,520 for 6 workshops per 3 month period yielding a yearly cost of		$ 25,560
For each 3 month period there will be approximately two (2) meetings per week, totaling 8 meetings a month, for three months -- 24 weekly meetings. It is estimated that we will spend for materials, postage, refreshments, an average of $25 per meeting.		
For 3 month period	$ 600	
For one year		$ 1,800

Intensive Leadership Training
Project Center

Rent & telephone	$ 50 per month	$ 600
		$2,400
Total Cost		$ 36,760
Total		$ 155,835
Plus 10% Surcharge		15,583
GRAND TOTAL		$ 171,418

SCHOLARSHIP, EDUCATION AND DEFENSE FUND FOR RACIAL EQUALITY, INC. March 11, 1968

POLITICAL LEADERSHIP DEVELOPMENT PROSPECTUS

THE PROBLEM

Before November, 1968, Negro political leaders will undergo many tests of political know-how and sophistication. Will the ballot recently obtained by hundreds of thousands of new voters be used effectively? Will the wheelers and dealers outsmart and outmaneuver the newer leaders and deny them once again, maximum participation in our democratic society? The answers to these questions depend on how fast inexperienced community leaders can be trained to utilize the techniques of modern society to achieve the goals of equal protection under the law.

1968 is a Presidential election year and there will be numerous local elections. It will be the first time in modern history when Negroes can seek public office and anticipate victory. They must be prepared. They need inspiration, increased self-awareness, good leadership skills and political acumen to take their long overdue place in American public life.

METHOD

Whereas many national, regional and state conferences will be held by political parties and related groups, SEDFRE will concentrate its efforts at the county level, using the workshop training method. Sessions will be held for two days, usually on Saturdays and Sundays. Night classes will be conducted when deemed feasible by the organizations.

OBJECTIVES

The proposal is designed to develop citizen-leaders to take advantage of emerging political opportunities. The workshops will be geared towards developing practical understanding of the duties, functions, responsibilities of public officials. Political activists will be taught the dynamics of the political process, the mechanics of political organizations, difficulties of developing maximum citizen participation, and complexities of making political power a reality.

PARTICIPANTS

The trainees will be active community leaders. They will consist of potential, as well as present precinct captains, ward leaders, officials of voter groups, political candidates, campaign workers, poll watchers, election commissioners and recently elected public officials. They will be professionals, lay people and youth.

CRITERIA FOR SELECTING COUNTIES OR CITIES

In order to achieve meaningful and effective use of the ballot, priorities of project concentration should be based on the following:

1. Where voter registration is of greatest concern to local voter groups.

Criteria for Selecting Counties or Cities - (continued)

2. Where Negro - liberal white coalitions are possible.

3. Where Negroes have a voting majority,

or

4. Where the local voter group has requested training.

SEDFRE will select approximately 30 important counties or cities to be worked. These will be selected on the basis of their potential for election of Negro officials.

CURRICULUM

Political Organization and Local Group Building - How to set up a political organization on the county level. How to organize blocks, precincts, wards and other political units. How to set up and determine functions for standing committees. How to develop political programs that attract local support. How to boost the registration rolls. How to involve the old and the young. How to organize constituents around felt needs.

Voter Education - How to educate newly registered voters and illiterates to vote effectively. How to secure and use real voting machines for training voters. What election laws every political leader should know. How local, state and national governments work. How to set up mock elections.

Campaigning - How to organize a campaign. How to set up campaign committees. How to appeal to voters and form vital platforms. How to prepare for election day. How to insure a fair vote.

Political Techniques and Strategies - How to use party committeemen. How to use collaboration in political activities. What is a political power base? How to defend the rights and desires of your constituents when you are forced to compromise. How to work with both the poor and the middle class. How to analyze and evaluate election results and voting trends. How to form meaningful platforms.

Leadership Techniques - How to use parliamentary procedures. How to manage conflict. How to negotiate. How to use the press and other public relations media. What are main tools of public relations? How to raise funds locally. How to make speeches. How to design and distribute brochures and leaflets at minimal cost. How to deal with allies and enemies. What are community relations?

MATERIALS AND AUDIO VISUAL EQUIPMENT

We shall use our own manual, "Political Strength - How To Get It." We shall also utilize materials from the AFL-CIO Committee on Political Education (COPE). Information on governmental structure and local election

Materials and Audio Visual Equipment - (continued)

laws will be obtained from the Secretary of State and from the Southern Regional Council. We will use video-tape in training. This will give flexibility for evolutionary development of materials, immediate feedback from trainees, sharpening of participants' listening skills. We will also use conference techniques and role playing. Other necessary audio-visual equipment includes opaque projectors, tape recorders and motion picture projectors.

FACULTY

In addition to our training staff, SEDFRE will periodically seek the aid of other resource persons from COPE, VEP and similar organizations. We have developed a faculty in the past year who are fully knowledgeable in the field and yet, have the ability to communicate effectively with the citizen-activists we are training.

SCOPE

The program calls for a period of about eight months, beginning early in March, 1968 to November 3, 1968. The estimated attendance at each workshop will be at least 60; therefore, SEDFRE seeks to train a total of 1800 persons. It will take seven days of staff effort to organize and conduct each workshop.

The activities will take place in the Southern and North Atlantic regions of our country. Workshops will be held in other regions if local groups request training.

STAFF AND SUPERVISION

The proposal calls for two field staff persons to organize county workshops. Other administrative responsibilities will be to develop materials, secure resource persons and clerical duties will be performed by SEDFRE's national office staff. SEDFRE will provide:

1. Program consultation, planning and supervision.
2. Materials and films produced by SEDFRE and other national organizations, which can be used for discussion and instruction.
3. Assistance in selecting trainees.
4. Resource persons knowledgeable and experienced in political action, with an ability to communicate.

BUDGET FOR EACH COUNTY WORKSHOP - 60 PARTICIPANTS

Planning, Programming and Evaluation (including staff salary and expenses, two workshop organizers)	$ 600.00
Materials	30.00
Audio Visual and Video Tape Equipment	50.00
Faculty Travel	75.00
Rental of Meeting Place	75.00
Two meals each for 60 Participants	120.00
Cost - One Workshop	$ 890.00
30 Workshops at $890 each	26,700.00
Administrative charge - 10%	2,670.00
Total	$29,370.00

LEADERSHIP DEVELOPMENT PROGRAM 1967-68

Introduction:

Since the inception in 1965 of SEDFRE's training program in the field of economic, political educational and social community development, training services have been geared to building strong viable local groups working on long range, multi-purpose programs of social change.

SEDFRE's community leadership program is anchored in the self-help principle: we are, in short, a support organization, in existence to keep old and new community groups active, constructive, independent, and effective. The goal is to advance needed long-haul efforts to eradicate poverty, injustice, racial discrimination and the inequalities which so long have limited economic and social progress in America.

SEDFRE training is designed to give community leaders increased self-awareness and political acumen. In addition, it provides information on public programs and related subject matter, teaches people how to collect data, analyze research materials and sharpen their leadership techniques.

Successful training requires a flexible approach and an on-going commitment to the constant and ever-changing training needs of community activists. As the nature and degree of local groups' involvement changes, the training focus also must change. For example, the leader of a protest group who yesterday wanted SEDFRE to teach tactics of mobilization and non-violent civil disobedience, may today call on SEDFRE for training in how to retain his mobilized members in a less dramatic long-range program. Such programs often include such elements as voter registration, writing a model-cities proposal, management of a cooperative enterprise, or policy-making for more effective performance on the Board of Directors of a poverty corporation.

Guidelines - Our training program operates on several principles to maintain its flexibility, relevance to the movement and effectiveness:

1. Our training of citizen-leaders is always based on their needs.

2. We help citizen-leaders deal with specific problems of both organization and program development.

3. We bring together citizen-leaders with common needs, interests, problems and concerns for advanced training, teaching through their interchange of ideas, trial-and-error solutions and suggestions for new approaches.

Guidelines (cont'd) -

4. We assist citizen-leaders to bridge the gaps between minority groups, institutions and similar conflicting bodies.

5. We confine our function to the provision of non-ideological training services, and do not compete in fund-raising or in local programming.

We adhere to the above guidelines through planning and conducting workshops of a varied nature, each with its own tailor-made curriculum. Our national training organizations offers small groups large benefits, including field consultation, research, resource materials, film productions and analytical studies of the trends, changes and ideologies of social movements in the United States today.

Each workshop experience underlines the need for such a systematic training approach. For most community leaders do not know what exists within the traditional channels, how to get it, and what new alternatives might be pursued.

Participants - Trainees during the past included leaders of producer and consumer cooperatives, participants in the Poor People's Campaign, poverty corporation members, policy-makers, policemen, political activists, public officials, professionals and paraprofessionals, human-relations commissioners, leaders of various ethnic groups)Jews, Puerto Ricans, Indians, and Mexican Americans) and conconcerned parties of all classes, creeds and color. Trainees are active citizen-leaders.

The program must continue to deal with the following specfics:

1. General leadership training and specialized skill development for political activists, campaign workers, candidates and public officials.

2. General skill and information training for community activists who seek knowledge and understanding of public programs, and ways and means to involve and educate members of their groups.

3. Membership, managerial and board development for cooperatives, poverty corporations and related self-help organizations.

4. Tension reduction, comprehension development, and management of conflict among minority groups and agencies of the society.

5. Assistance to local groups in their ability to diagnose and analyze pertinent programs deemed useful and meaningful by their members.

1967-68 Workshops

We shall continue to sponsor city, county, state, regional and national conferences in areas of (1) skill development, (2) community-change information and awareness, and (3) sensitivity development.

We conducted more than 84 workshops, reaching 25 states, 4,859 leaders and 123 local organizations.

In the past year, SEDFRE provided training and technical assistance to the participants in the Poor People's Campaign. The Southern Christian Leadership Conference was its major sponsor and controlled the decision-making process, but SEDFRE and other groups provided significant supporting functions.

Technical assistance within the past year included: consultation with Southern Cooperative Development Program, Federation of Cooperatives, Hartford Center for Urban Ethics, Child Development Group of Mississippi, Northern Educational Services, Newark New Careers Program, SEDFRE's Newark Welfare Project, American Institute for Free Labor Development, Georgia Council on Human Relations, Suffolk County Human Relations Commission, New Jersey Community Action Training Institute, and many local organizations in Alabama, California, Connecticut, Florida, Georgia, Louisiana, Massachusetts, Mississippi, New Jersey, New York, Ohio, Rhode Island and South Carolina.

There were numerous requests for materials, research, trend analyses, bibliographies of publications and film resources and other forms of assistance.

September, 1968

Scholarship, Education and Defense Fund
for Racial Equality, Inc.
164 Madison Avenue - New York 10016
(212) 532-8216

SEDFRE COMPLETED WORKSHOPS - SEPTEMBER 1967

TITLE	DATE	LOCATION	PARTICIPANTS	DESCRIPTION
Citizenship Education	9/8-10/67	Madison, Ga.	70 Community Activists from the state of Georgia	A practical introduction to public affairs, e.g. methods of campaigning and securing benefits for community.
Group Dynamics and Political Awareness	9/5-10/67	Vicksburg, Miss.	30 C.D.G.M. Area Council Representatives	Study of organizational development and exploration of attitudinal and structural conflicts which prevent group cohesiveness.
Community Development Lab.	9/10-17/67	Lafayette, La.	40 SCEF Cooperative Organizers	Aim: to promote more effective analysis and action in organization. Basic subject matter is the immediate behavior of participants.
Police-Community Relations Lab.	9/22-24/67	Plainview, N.Y.	Police & Citizens from Nassau & Suffolk Counties	Experiments in a "Model Total Community" lab experience. Sensitivity training, and Microlab techniques used to bring about interaction and intra-action between participants.

SEDFRE COMPLETED WORKSHOPS - OCTOBER 1967

Community Development & Leadership Techniques	10/3-5/67	New York City	25 M.E.N.D. Community Organizers	Emphasis placed on self-awareness, group dynamics, training indigenous leaders and techniques and methods of community group functions.
Self-Awareness and Community Development	10/27-29/67	Norma, N.J.	35 Community Activists from various organizations in the North Atlantic Region	Focus attention on small group and large organization to promote more effective analysis and action in organization.

SEDFRE COMPLETED WORKSHOPS - NOVEMBER AND DECEMBER 1967

TITLE	DATE	LOCATION	PARTICIPANTS	DESCRIPTION
Community Development Lab.	11/1-8/67	Pawling, N.Y.	Hill Parent Association New Haven, Conn.	Aim: to promote more effective analysis and action in organization. Basic subject matter is immediate behavior of participants.
Today TV Show	11/6/67	NBC Studio New York City	SEDFRE Employees	Sensitivity Training Demonstration
Community Problems	11/10-12/67	Atlanta, Ga.	Community Activists from state of Georgia	Instruction on police-community relations, housing, employment, education, health and welfare. Study of local and federal laws which aid public programs.
Training Trainers Session	11/27-12/18/67	Jackson, Miss.	C.D.G.M. (pre-school program) Personnel, and Community Activists from six counties in Mississippi	To motivate, and stimulate community activists in the training program. To help trainees examine socio-economic problems of their counties, define their training needs.

SEDFRE COMPLETED WORKSHOPS - JANUARY 1968

Sensitivity Training	1/19-21/68	Alabama	Board of Directors and staff of Southwest Alabama Farmers Co-op	To promote better understanding among participants. Dealt with inter-personal problems and organizational development.
Community Organization	1/22-26/68	Lafayette, La.	Staff of S.C.D.P. Co-op	Problems in community organizing for a cooperative; how to define needs, how to make contacts, etc.

SEDFRE COMPLETED WORKSHOPS - FEBRUARY 1968

Citizenship Education	2/1-8/68	Louisiana	Community Activists (Local black leaders, students, etc.)	Recruiting community activists for political action. Discussions of how to run a campaign, organize.
Community Change	2/12-14/68	Birmingham, Ala. (Miles College)	263 College Freshmen Students, Faculty Members and Community Leaders	Sensitivity training, management of conflict principles of organizing, personal growth and organizational techniques.

COMPLETED WORKSHOPS - FEBRUARY (cont'd)

TITLE	DATE	LOCATION	PARTICIPANTS	DESCRIPTION
Political Education	2/13-16/68	Sumter, S.C.	Community Activists from three counties	Emphasis on the importance of participation in political life of the community, state and nation.
Precinct Structure	2/18-24/68	Kingstree, S.C.	Precinct Leaders and Community Activists from Williamsburg, Midway, Salters and Greeleysville counties	The importance of precinct organization, structure of precinct, duty of officers, parliamentary procedure, political strategy planning.

SEDFRE COMPLETED WORKSHOPS - MARCH 1968

Self-Awareness and Community Development	3/1-3/68	Norwich, Conn.	Hartford Community Activists - (CRT, CUE)	Emphasis on introspection and perceptions and different ideologies, views and values among community leaders for more effective community decision-making.
Welfare Rights	3/14/68	Hempstead, N.Y.	Nassau County Community Activists and Welfare Recipients	How to organize and mount a campaign for cash benefits, and minimum standards. Fair-hearing procedures, legal techniques and strategies.
Political Education	3/5-23/68	Florida (Jefferson and Leon Counties)	Precinct leaders, Community Activists, Jeff. Cnty. Voters League Board members	The importance of precinct organization, structure of precinct, how to organize, duties of officers, political strategy planning.
Human Relations Seminar	3/19-21/68	Lafayette, La.	All S.D.C.P. (cooperative) Organizers in state of Louisiana	Emphasis on learning through participation and observation, supplemented by analytical session.
Citizenship Education	3/19-21/68	Kingstree, S.C.	Community Activists from three counties	Precinct organization, and participation in the political life of the community, state and nation emphasized.
Precinct Workshop	3/21/68	Trio, S.C.	Community Activists from Williamsburg County	Structure of the precinct, how to organize, duties of officers, parliamentary procedure and political strategy planning.

COMPLETED WORKSHOPS - MARCH (cont'd)

TITLE	DATE	LOCATION	PARTICIPANTS	DESCRIPTION
Voter Registration Workshop	3/28-30/68	Lanes and Salters, S.C.	Community Activists from Williamsburg County, N.C.	Relationship of voter registration to community problems; techniques of political organization and strategy planning.
Intergroup Relations Seminar	3/29-31/68	Pawling, N.Y.	Negroes, Jews, Puerto Ricans and Other Community Activists from Westchester County	Attention focused on small group interaction between participants of various ethnic group to promote better intergroup relations in community.
SEDFRE COMPLETED WORKSHOPS - APRIL 1968				
In-Service Staff Training	4/4-11/68	Bronx, N.Y.	South Bronx Concentrated Employment Program Staff	Aim: to develop good working relations among staff members, to increase self-awareness and promote organizational efficiency.
Political Education	4/5-12/68	Indiantown, Cades, Nesmith & Kingstree, S.C.	Community Activists, Precinct Captains and Precinct Workers	Parliamentary procedure, how to organize a precinct effectively, how delegates are selected, duties of precinct captain, poll manager, political strategy.
Staff Development	4/19-24/68	Edwards, Miss.	S.C.D.P. organizers from Miss. and Tennessee SWAFCA (cooperatives)	Primary focus on individual development through increased self-awareness and effective use of leadership techniques.
Self-Awareness and Organizational Development	4/25-28/68	Capahosic, Va.	Southern Tier Employment Council	Stress: interaction among participants to promote and improve relationships, to enhance the community and to organize work more effectively.
SEDFRE COMPLETED WORKSHOPS - MAY 1968				
Self-Awareness, Community Development and Leadership Training	5/4-5/68	Wading River, N.Y.	Suffolk County Community Activists	Goals: to explore methods and resources for community action on L.I., build cohesiveness between groups attempting to promote social change.

COMPLETED WORKSHOPS - MAY (cont'd)

TITLE	DATE	LOCATION	PARTICIPANTS	DESCRIPTION
Community Problem-Solving	5/10-11/68	Meriden, Conn.	CUE, CRT, and Community Activists from Hartford, Conn.	Aim: to explore differences and increase awareness in order to bring about collaboration and mutual respect among groups promoting social change.
Training Marshals for Poor People's Campaign	5/18/68	New York City	Puerto Rican Participants in Poor People's Campaign	Training prospective Puerto Rican marshals in non-violent civil disobedience as a tactic, functions of marshals, etc.
Poor People's Campaign	5/10-6/29/68	Washington, D.C.	3,551 Participants in Poor People's Campaign, Freedom School Teachers, Washington Residents	45 workshops on: Non-Violent Techniques, Build and Talk, Orientation Sessions, Sensitivity Training, Community Change Institutes, Skill Development, Intergroup Development and Analytical Sessions.
Organizational Development	5/24-26/68	Greenwood, Miss.	Management and Board of Greenwood Co-op	Problem-solving, political awareness, policy-making and self awareness.
SEDIRE COMPLETED WORKSHOPS - JUNE 1968				
Self-Awareness and Organizational Development	6/3-8/68	Springfield, Mass.	Northern Educational Service Staff	Emphasis: organizational techniques, welfare rights, personal growth, group cohesiveness, negotiations and political awareness.
Community Development	6/14-16/68	Bridgehampton, N.Y.	Suffolk Cnty. Human Relations Commission Staff and Community Activists	Stress on group interaction among participants of various ethnic and occupational backgrounds.
Self-Awareness, Health in Action	6/19/68	Cincinnati, O.	Personnel of Agency Planning Regional Health Programs	Need for developing effective citizen participation in planning health programs.
SEDIRE COMPLETED WORKSHOPS - JULY 1968				
Negotiations	7/2/68	New York City	Newark, N.J. New Careers Field Organizers	Information and training in use of basic negotiation skills.
SEDIRE COMPLETED WORKSHOPS - AUGUST 1968				
Welfare Rights	8/5-14/68	Suffolk County, N.Y. (Amityville, Central Islip, Gordon Hghts., Huntington, Riverhead, Southhampton)	Members of People for Adequate Welfare, other Suffolk County Community Activists	How to organize and mount a campaign for ca benefits, and minimum standards. Fair-hearing procedures, legal techniques and strategies.

COMPLETED WORKSHOPS - AUGUST (cont'd)

TITLE	DATE	LOCATION	PARTICIPANTS	DESCRIPTION
Race and Education	8/7-9/68	Albany, N.Y.	150 Educators in the State Education Department	Exploring the real issues involving education and race relations. Sensitivity methods force participants to face issues and commit themselves to action.
Political Strategy	8/14-18/68	New York City	Young Puerto Rican Confrontation Project	Stress on need to determine group's goals and act as a cohesive unit. Provided skills needed to confront the Democratic Platform Committee in Washington, and to mount a demonstration (30 to 40 young adults) at the National Democratic Convention in Chicago.
Community Change Seminar	8/22-24/68	Tallahassee, Fla.	25 Citizen Leaders from Tallahassee, Fla.	Through small group interaction between participants, and learning through participation and observation, activists gain skill in filling community needs and in organization of their work.
Industry and Social Change	8/23-25/68	Tarrytown, N.Y.	23 Consultants and Coordinators, American Airlines	Preparing staff to work productively with hard-core unemployed to be hired by American Airlines, giving participants the skills and understanding needed to create effective relationships.
Welfare Rights	8/26/68	New York City	Representatives of South Bronx Welfare Groups	How to organize and mount a campaign for cash benefits, and minimum standards. Fair-hearing procedures, legal techniques and strategies.
Political Action	8/29/68	New York City	Representatives of South Bronx Welfare Groups	Study of the relationship of politics to the welfare system. Political organization and strategy planning were reviewed.

EGL - 11/16/66

PROPOSED
LEADERSHIP TRAINING FUND
of
S E D F R E

Goal - "To develop a program of annual giving on a significant scale through the formation of volunteer committees."
(as approved by Board of Directors of SEDF)

****

The following plan is devised to establish a campaign type structure with a public program extending from January through March and from September through December, 1967. If successful, a similar program should be conducted annually.

It is proposed that a Leadership Training Fund of the SEDF be established with officers, committees, etc. A selected number of officers should be nationally known figures with the expectation of developing committees in other cities. It is important that board members of SEDF actively participate by taking specific assignments.

Campaign Plan - (to be submitted as a basis for discussion by the Planning Committee)

To interpret the SEDF program and how it fits into the civil rights picture today. It is particularly important at this time when there is extensive confusion about the goals of the civil rights movement, to spell out SEDF's positive and constructive program. The LTF should be able to appeal to many who have maintained their interest in racial equality but no longer have organizational ties and are seeking a new way to register their interest.

Suggested Campaign Structure

1. Officers
   Honorary Chairman, Chairman, Vice Chairmen (with specific duties), Secretary, Treasurer.

2. Executive Vice Chairmen (to assume specific organizing assignments in setting up Round Table Teams.

3. Planning Committee

Suggested Campaign Structure - (continued)

4. Leadership Training Fund Round Table Teams -

   The Chairman of each to be asked to interest a number of friends and/or business associates in the work of SEDF by bringing them together for discussion meetings on the program and to assume a responsibility for a specific portion of it. An effort should be made to have each LTF Round Table Team assume responsibility for a specific unit of SEDF work.

   Examples: Ten four year scholarships
   One or more weekend workshop series
   (see attached for sample costs of these programs)

5. Suggested Areas of Development -

   Trades or Trade associations, political clubs, publishers, retail shops, restaurants, unions, etc.

6. Geographical Areas -

   There are at least 25 towns where SEDF now has some contact. An analysis of Board and workers' contacts would unquestionably give us many more leads.

7. Living Memorials

8. Senior Year Scholarships -

   Senior class students in selected colleges to raise funds for Scholarship Program.

Special Assignments

1. Community Relations Committee to help develop an effective approach to the public and to interpret SEDF's place in the confused civil rights picture of today through radio, TV, newspapers, etc.

2. Cooperatives

3. Special interest luncheons

4. Research

5. Mop-up benefit

First Steps

1. Line up leadership and set up Planning Committee.

2. Planning Committee -

   To consist of approximately ten or twelve people to work out program - (the campaign plan mentioned is intended as a basis for discussion only).

3. Leadership meetings to discuss SEDF programs and LTF plans with a view to building Round Table Teams of workers.

4. Interpretive session for selected past donors and possible future supporters.

November 16, 1966 - EGL

SCHEDULE OF TYPICAL COSTS
for
LEADERSHIP TRAINING WORKSHOPS

Costs of workshops vary depending on number of participants, the number of days each is in session, the number of sessions, and the distance from which participants come.

It is estimated that approximately $200,000 is needed to carry out the 1967 program effectively. This figure includes direction, audio visual materials, training trainers, basic programs and intensive training.

Workshop expenses per person include:

Room and board $13 per person per weekend
Faculty travel
Student travel
- varies with distance from 6,000 to 20,000 miles per Workshop at 6¢ per mile
- Information Kits - $1.50 per person

Cost of Workshops (based on above figures)

Number Planned	Type of Workshop	Cost Per Workshop
2	Training Trainers Institute for 25 persons	$2,062
8	General Leadership Training Workshops 50 Persons each	1,735
15	Specialized Weekend Workshops 40 Persons each	1,430
4	Area Wide 6 Day Workshops for 100 Persons each	9,100
	Intensive Leadership Training for 60 Persons for 3 months period	12,185

November 16, 1966 - NS

SCHEDULE OF TYPICAL COSTS
for
ELEANOR ROOSEVELT SCHOLARSHIP PROGRAM

Under this program scholarships are granted to students who have shown outstanding leadership and maturity in the civil rights movement. Grants vary according to college fees and financial need.

The annual budget for scholarships and counselling services is $60,000.* Individual scholarships range from $150 for a student living at home and attending a small southern college where the tuition is very low, to $2,200 for a student with no resources of his own attending a northern college. Average scholarships run between $1,000 and $1,500 per year. Some students of course, are able to contribute something toward the cost of their education. Some SEDF grants are made to supplement aid from other sources.

The Scholarship Selection Committee meets twice a year to make awards. Fifty-nine students were given grants totalling $28,676.91. Professional counselling services were provided through field visits to most of the scholarship holders during the summer of 1966. Salary and transportation cost $1,100. It is hoped that two counselling trips can be made during the 1967-68 school year.

*Note: This figure represents our present scholarship load but already applications on hand point to a need for $100,000 in the coming year.

August 16, 1966

OUTLINE OF TRAINING ACTIVITIES

Commencing September 1, 1966 through August 31, 1967, our Leadership Training Program will consist of the following endeavors;

1. In the far West and mid-West regions of our country we plan to run two general Leadership Training series.

2. We have scheduled four week-long workshops. One workshop will be on community organization. 100 community leaders will be selected from community groups across the country, to take part. Two workshops will be on citizenship education, ~~which~~ one will consist of participants from the northern area of the country and the other will consist of participants from the south. The fourth workshop will be entitled "Civil Rights and Labor".

   Students will be selected from labor groups, freedom unions, national civil rights organizations, and various local social action groups.

3. Fifteen specialized workshops will be conducted. Each weekend workshop will cover in depth one of the following subject areas:

   a. public welfare

   b. urban problems

   c. citizenship education

   d. rural problems

   e. Negro history

4. An intensive Leadership Training Program will be conducted in one city, to be selected.

5. Two discussion leader's institutes will be sponsored for students in our Leadership Training Program who will be used as discussion leaders at our various workshops.

6. Sensitivity training under the auspices of the National Training Laboratory will be offered to eight outstanding students who have exemplified unique leadership potentialities at our various workshops.

132
180
10560
132
23760

TRAINING TRAINERS

Discussion Leaders Institutes are weekend schools designed to acquaint leaders with skills and attitudes in handling effective group discussions. Discussion leaders are usually faced with the following problems:

1. How to stimulate interest,
2. How to get everyone involved
3. How to get people talking
4. How to stop persons from dominating the discussion
5. How to keep the attention of the group on the beam
6. How to reach a group consensus
7. How to persuade without antagonizing
8. How to get feed-back
9. How to form an agenda, and
10. How to remove the responsibility of covering the items on the agenda from the discussion leader to the group

These and other problems are confronted by discussion leaders as they attempt to get members of our various workshops to absorb, evaluate, and meaningfully use the information presented by resource persons from public and private institutions.

Techniques and methods of solving these problems will be illustrated by demonstration, analysis and training through role playing. Students will be taught how to hold effective group discussions through live group situations, and observations, rather than through lecture.

Students will be used as discussion leaders and will be trained how to meet live group situations with effectiveness.

Discussion leaders will be taught how to be directive and how to be non-directive. They will be taught how to throw the responsibility from the chairman to the group, in order to solve problems facing the group in the discussion. Observers will be used to watch the group in process, and to notice the effectiveness of the discussion leader. Discussion leaders will be asked to expose members of their local organization to the same experience.

Laboratory Training: Laboratory training seeks to contribute to total community development by focusing on increasing the ability of people in the Negro community to help themselves through "Laboratory" training methods. Conventional training methods (lectures, discussions, demonstrations) can provide important information without actually changing people's ways of behaving. Effective training for action has to simultaneously involve the levels of knowing, doing and feeling.

Labortary training methods, pioneered by the National Training Laboratories (NTL) since 1947, have demonstrated effectiveness in the field of community action. To date, the number of Negro participants has been small. There have been no Negro teams. For training within the black community, Negro trainers have major advantages over white trainers, including:

(1) trainers will be more sensitive to the needs of the participants and the community.

(2) trainers would not have to deal with the same distrust and antagonism with which white trainers must deal.

(3) Negro trainers, in their status as trainers, will contribute to heightening the self-esteem of the Negro participants.

(4) trainers would be living examples to people from the minority community that "we can help ourselves".

The grant applied for in this proposal would enable an eight person team, with demonstrated leadership potential in civil rights, to attend N.T.L.'s Community Action Laboratory which is held yearly for a two-week intense period of training in Cedar City, Utah. Most of those selected will have participantd in previous S.E.D.F. workshops on particular civil rights program areas. It will be a two-week training program, During this program they will work with the N.T.L. laboratory staff in planning a one-week laboratory that they themselves would carry out with N.T.L. staff consultation, during the week immediately following the N.T.L. program.

The community Leadership Laboratories focus laboratory training methods on individual, small-group, and organizational problems in community decision making and action. The aim (whether in training an individual participant or a team of co-workers) is to promote more effective analysis and action in groups and organizations. A new "mix" of theory, action training, experience, practice, and analysis of backhome problems has been developed through successful Community Laboratories since 1960.

The basic subject matter is the immediate behavior of participants. The laboratory task is to build work groups that can set goals, define problems, communicate, develop leadership, and provide the functions of responsible membership. This is not an academic exercise but a realistic work experience. A wide variety of learning activities clarify and support this experience and help participants apply it in backhome situations where the same skills and sensitivities are needed. There is research evidence that new perceptions and new ways of behaving acquired through laboratory training can be translated into backhome practice.

The Laboratory Sessions will include:

Problem Analysis Sessions - focusing on backhome problems and testing models for community action.

Lectures and Discussions - supporting laboratory experiences with knowledge and theory from the behavioral sciences.

Practice and Action Training - to test and experiment with new ways of approaching problems blocking effective community action.

[Nov. 1965]

LEADERSHIP TRAINING WORKSHOPS

Subject Matter Outline

I. Legal View of Civil Rights and Liberties

A. The Constitution as a Source of Strength
1st, 5th, 14th, 15th amendments - limitations

B. The Voting Laws of '57, '60, '64, and '65
After reviewing a legal analyis of each law, the group will discuss techniques of using the law's provisions.

C. The Civil Rights Law of 1964
Emphasis will be placed on not only the formal provisions of the law, but also the practical application of the legislations to the everyday needs of the local community. Particular attention will be given to both specific federal programs covered under Title VI and legal procedural requirements involved in the application of Title VII.

D. Presidential Executive Orders (11063, 10925, etc.)
An explanation of the meaning and practical uses of the orders in laymen's terms.

E. U.S. Department of Justice
This study will cover the structure, objectives, uses, personnel, and attitudes of the department.

F. The Law and Civil Disobedience
A discussion of the role of the protest, jail without bail, and a review on where the U.S. Supreme Court stands on non-violent civil disobedience.

II. Economic Dimensions of Civil Rights

A. Trade Unions
An understanding of the structure, purpose, functions, methods of operation, relationship to civil rights and poverty programs will be sought.
Labor Laws (including FICA, FLSA, the Minimum Wage Law, the Kennedy, Landrum, Griffin Act) and how these laws wil help and/or hinder the working man.
Ways and means of ending discrimination in union membership and work apprenticeship. Additional discussion will be centered around workmen's compensation, social security, and other benefits for the employed and unemployed.

B. Anti-poverty Program
Case studies of projects involved in the program, application of the law to the needs of communities and the use of and personnel attitudes in the Office of Economic Opportunity.

C. Employment
A presentation on how to deal with the problems of unemployment, training the unemployed in skills applicable to industry's needs, meeting the challenge of automation, dealing with the unemployable, and developing a stable and balanced employment picture.

D. Housing
Description of housing problems, including the failure of the government to accept responsibility for housing low income groups. New solutions will be discussed, such as: vast increases in public housing , local ownership and control of slums, subsidies for rehabilitation at rents people can afford, local control of renewal, rehabilitation and enforcement programs.

E. Education
This discussion will cover the education situation in general; including the failure of efforts to integrate, the bureaucracy of the school systems, the inadequacies in staff and equipment of Negro schools, and new solutions to such problems. Pre-school enrichment programs, new teaching aides, etc, will be examined.

F. Health and Welfare
Problems of Negroes with Welfare, public health and similar problems. A review of inadequacies of current programs, new solutions (revised welfare provisions, increased services to the poor, changing attitudes and use use of indigenous community people in the programs).
Possibilities of coalitions on health problems with some institutions and some social, health, and welfare personnel.

G. Police and Crime
Statistics and their meaning, the typical approach of police to Negroes and the Poor. The relation of crime to poverty, both in terms of poverty breeding crime, and also breeding brutality; operations of the police bureaucracy, crime and the courts, bail, legal aid, sentencing and other problems.
New solutions, such as the Police Review Board, overhaul of the bail system, overhaul of police training and procedures, possibility of local police commissioners, expanded use of Negro policemen, etc.

III. Community Organization
A. Community Analysis
1. Geographic Boundaries - Demographic Studies
2. Economic Base
3. Leadership Patterns and Sources
4. Centers of Powers (Religious, Business, Political,
5. Class, Cultural, and Ethnic Groupings Racial)
6. Role of the Police: Sheriff, Deputies
7. Resistance Forces: KKK, Sheriffs, White Power Structure
8. Cooperative Forces: NAACP, CORE, COFO, MFDP, Federal Government, Courts, O.E.O.
9. Specific Function of Each Cooperating Force

B. Citizen Involvement
1. Causes for ignorance, illiteracy and fear - which combine to symbolize apathy?
2. Rewards for remaining apathetic?
3. Rewards for Becoming active?
4. Identification of block, neighborhood, or area leaders; Focus on people who can influence others, not on everybody or on followers?
5. Opportunities for assuming increasing responsibility?
6. Opportunities for receiving continuing training?
7. Possibility of developing a continuing program and/or service - complaint bureau, credit union, etc.?
8. Possibility for economic, social or political growth?

C. Involving the Middle Class - Teachers, Ministers, Civil Servants, etc.
1. What are the rewards for involvement?
2. What sanctions does the Negro community provide?
3. How do you involve the middle class?

D. The Management of Conflict
1. Delineation of a target - and documentation of rationale
2. Selection of vulnerable targets
3. Sustaining the crisis
4. Use of the press, TV, and public opinion

E. Self-Advancement Activities
1. Cooperatives
2. Local Development Corporation
3. Single Purchase Cooperatives
4. Joint Banking - Credit Unions
5. Development of Businesses
6. Exploitation of OEO program, research and governmental grants
7. Adult Basic Education Programs
8. Training Programs
9. Control over curriculum in schools
10. Legal Action on Every Possible Level
11. Boycotting
12. Community construction of facilities
13. Dues Payments on a regular basis

F. Operational Strategies
1. Regular Caucuses of Leaders
2. Regular Meetings of all Organizations
3. Newsletters, announcements from pulpits
4. Fund-raising
5. Time and Timeliness
6. Clearing House of Information

IV. Developing Community Work Skills
- A. Evaluating Current Ideas in the Movement
  1. Non-violence vs Aroused Self-defense Tactic or philosophy?
  2. Integrative vs Separative
     a. Black Nationalism
     b. Movement vs Organization
     c. Role of Whites and Negroes
  3. Role of the Negro Churches
  4. Role of the Negro Colleges
  5. Political Concentration vs Economic Concentration
  6. Opposing Local White Power Structure vs Focus on Bringing Federal Government Power to Bear
  7. Civil Rights and Peace
- B. Leadership Techniques
  1. Working with Unions
  2. Working with Government Agencies
  3. Public Relations
  4. Use of Resources (collecting information, community surveys, uses of public and private resources and consultants)
  5. Organizational Skills
     a. Chairing Meetings
     b. Developing an Organized Structure
     c. Providing Leadership
     d. Sharing Responsibility
- C. Citizenship Education
- D. Educating the voter by using adult education, Negro history, and political science as techniques.
- E. Organizational Affiliation
  1. Survey of Other Social Action Groups
  2. Are members participating in all organizations - Operation Headstart, NAACP, MFDP, etc.?
  3. Are they aware of the possibilities in the War on Poverty, etc?
  4. Are they involved in union activities?
  5. Are they involved on college campuses?
  6. Are they active church members?
  7. Are they establishing an income-producing business which employs and attracts local people?
  8. Are they helping to set up new organizations - cultural, artistic, etc.?
  9. Are they developing a stock pile of resources and available information?
- F. Fund Raising
- G. Reports, Compalints, Affidavits, and Documentation

Scholarship, Education and Defense
Fund for Racial Equality, Inc.
150 Nassau Street
NYC 10038

Citizenship Education Workshop

The Problem

November 8, 1966 may well mark the coming of age of the Negro electorate of the South. By election day more than a million Negroes will be registered to vote for the first time. But will their vote count?

Those who have been without the ballot for generations cannot be expected to know the intricacies, the complex election laws, the methods of slate selection, and of campaigning. Further, methods which might be successful in a county where two-thirds of the registered voters are Negro, will obviously not do in a county where only one-third of the registered voters are Negro. Full participation in the American political process requires knowledge and skill as well as formal rights. The skills of campaigning will obviously be learned in time through trial and error. But there is little time.

SEDF proposes a week-long non-partisan workshop concentrating on methods of campaigning for Negro candidates, their campaign managers, and leading workers throughout the South. The instructors will be Negro candidates who have run and won in southern states as well as others with specialized knowledge and experience.

Format

These problems cannot be solved by a one-week workshop. However, a beginning must be made:

(1) To bring together people with grass-roots political interest.
(2) To introduce grass-roots people to the workings of politics.
(3) To teach techniques and methods of using the ballot effectively through good campaigning, understanding election procedures, and becoming aware of how political alertness can be used to increase the status of local groups in their communities and to improve the quality of American political life.

Furthermore, in addition to the initial workshop, we can see the need for follow-up institutes dealing with the above problem and related matters concerning political organization and citizenship education - voting - campaigning - public affairs - election laws- and political philosophies.

The participants will come from the states of Louisiana, Mississippi, Alabama, Georgia, Florida, North Carolina, and South Carolina. If space permits, participants from the states of Maryland, Virginia, Arkansas, and Texas will be involved. Participants will be selected on the basis of involvement in political affairs, leadership potential, and community work experience. Local community groups and national civil rights organizations will be consulted regarding recruitment of participants, curricula, and selection of resource persons.

Suggested date is the last week in June or the first week of July. Present schedule of local and state elections is a factor. The tentative site of the workshop in Penn Community Service Center, Frogmore, South Carolina.

Objectives:

(1) To develop a practical understanding of the functions and responsibilities of city, county, and state governmental positions through lecture, socio-dramas, and mock campaigns and elections.

(2) To introduce participants to the structure, policies, platforms, and personalities of American political parties.

(3) To expose the participants to ways and means of effective political campaigning, and techniques.

Agenda For Workshop (To be modified to meet the needs of participants)

Three sessions a day - morning, afternoon and evening. Evening sessions will be informal discussions with political figures, one evening would be devoted to mock campaign planning and strategy meetings.

First Day

I. The Political Process - A session of background information.

A. The Political Divisions
   1. Local - (ward, city, county) Representatives to city or county governing body, mayor, sheriff, etc.

   2. State - Governor

   3. National - Senators, Congressmen

B. Important Laws Regulating the Political Process
   1. Registration
   2. Political parties
   3. Rules for how candidates qualify to be on the ballot
   4. Governing the holding of elections - primaries and general elections
   5. Setting up rules for conduct of election

C. Political Parties
   1. Function
   2. How they operate at various levels of government

D. The Two-Party Structure and the History of Third Parties

Afternoon Session

II. Local Political Organizations

Panel of persons who have set up and worked in political organizations to discuss:

A. Purpose of local organization
B. How to organize a local group
C. Whether or not it should be a party organization
D. Typical form of local organization or clubs-officers, constitutions, etc.
E. How to encourage membership
F. Whether organization should only concentrate on elections or whether it should concern itself with community problems

Evening Session

Talk on similarities and differences between a local political club and a typical community organization. To be delivered by someone who has had experience in both and has had some success in using a political club to influence elections and public policy.

Second Day - To be devoted to methods of organizing and running a political campaign

IV. Setting Up A Campaign Organization

A. Campaign Manager
B. Assignment of other responsibilities-what each entails

   1. Canvassing
   2. Budget and fund raising
   3. Publicity and public relations
   4. Platform
   5. Literature
   6. Membership

C. Recruiting workers
D. Contacting other organizations
E. Setting up a calendar

V. Afternoon - Conducting A Campaign

A. Setting up card files on voters
B. Locating prospective voters
C. Contacting voters
D. Canvassing and follow-up- Techniques and mechanics
E. Speeches and rallies, etc., etc.
F. Divisions of labor between candidate and campaign manager

VI. Evening - Divide in two groups and from mock campaign organizations. Give each group an assignment. One might be to set up a plan for a campaign to elect a sheriff giving all the details of the local situation, the other might be state-wide or congressional race. After each group sets up its plans, they should choose someone to present the plan at a final session with the two groups joined together to compare and criticize plans.

Third Day- morning

VII. How To Appeal To The Voters

A. Platforms and Issues
B. How can a Negro candidate appeal to white voters where the percentage of Negro-white voters is about 50-50?
C. Using publicity and public relations.

Afternoon

VIII. Social dramas- Pick persons and give them situations so they can act out and demonstrate

A. How to canvass
B. How to make a campaign speech

Evening

IX. Discussion by a Negro candidate telling his experiences in running a campaign

Fourth Day - Devoted entirely to election day

Morning

X. Campaign plans for election day

A. How to set up an election day organization
B. How to get out the vote on election day

Afternoon

XI. How to Insure a Fair Vote - Session conducted by a lawyer

A. What is the election law; how to be certain it is enforced

B. What kind of advance preparations can be made

C. How do you conduct yourself in the polling place to prevent fraud

XII. Evening

Talk by the winner of an election with discussion of his experiences in office as well as discussion of how his campaign was successful.

Fifth Day

Morning session to be led by a political scientist discussing history and theory of parties. Afternoon session to be a debate between representatives of view that we should work within the existing parties with someone representing the view that we should form independent parties.

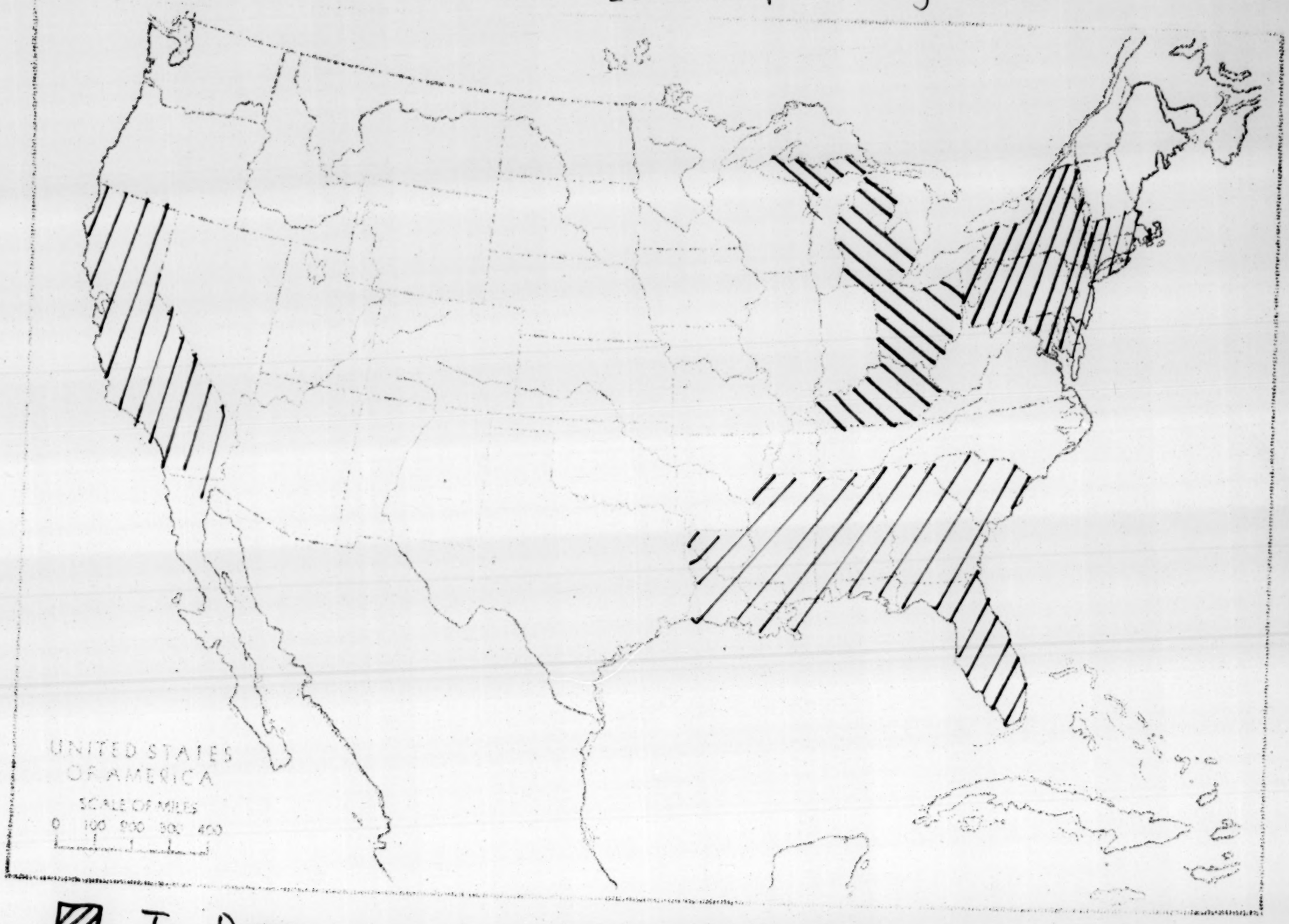
Evening

Evaluation of the workshop suggestions,for improvement.

LEADERSHIP TRAINING WORKSHOPS

SPONSORED BY:	CORE Scholarship, Education and Defense Fund, Inc., 150 Nassau Street, Room 1707 New York, New York 10038
PARTICIPANTS:	Louisiana and Mississippi Community Leaders
PLACE:	Gulfside Methodist Assembly Waveland, Mississippi
DATE:	January 8 - 9, 1966
DIRECTIONS:	Take Highway 90 out of New Orleans to Bay St. Louis. Turn right toward the Gulf to Waveland. The Gulfside Assembly is located on the highway which runs along the Gulf. For further information call: Gulfside Methodist Assembly at 601-467-9123 or 467-4909.

SEDF Leadership Training Areas



To Date

Begins Jan 1, 1967

LEADERSHIP DEVELOPMENT DEPARTMENT
BILLS OWING

Date of Invoice	Name	Amount Due	
4/24/67	de Benneville Pines, Inc.	$ $340.00	(bal.)
8/22	Airlie Foundation	1,150.53	
9/27	Indiana University-Audio Visual Center	427.00	(2nd pymnt)
10/29	Kinney Rent-a-Car	16.95	?
10/30	Sonocraft Corporation	2,839.95	
10/30	Olin's Rent-a-Car	231.95	(bal.)
11/17	L. H. Bohlin	100.00	
11/16	Interdenominational Theological Center	45.00	(?)
11/20	Paschal's Motor Hotel	628.39	
11/21	Texaco Inc.	4.48	
11/21	Typewritten Transcription Co.	138.75	
11/22	League for Industrial Democracy	15.60	
11/13	National Training Laboratories	2.00	
12/6	Cargo Packers Incorporated	93.00	
	Total -	$6,033.60	

Bank balance in check book - ($2,682.78)
Actual approx. bal. due to error - (782.78)

(Does not include check #1801 to Downtowner Motor Inns - amount unknown at this writing)

cc: M. Ruth

LEADERSHIP DEVELOPMENT PROGRAM BUDGET

	1967-68	1968-69	1969-70	1970-71
Administration				
Direction (Salaries, Benefits & Expenses for Dir. & Assoc.)	$25,250	$26,250	$27,250	$
Clerical Assistance	11,500	11,800	12,100	
Field Staff - 3 (Salaries, Benefits & Expenses)	31,800	34,000	36,000	
Office Expenses	6,500	6,500	7,000	
I. Mobile Leadership Development Series ($6,000 ea.)	36,000	36,000	36,000	
II. Training Trainers Institute	25,000	25,000	25,000	
III. Specialized Seminars (5 Weekend @ $2,000 ea., 2 Week-Long @ $10,000 ea.)	30,000	30,000	30,000	
IV. Urban Training Center	23,200	24,000	24,800	
Materials Development				
Staff (Salaries, Benefits & Other Expenses for Staff and Secretary)	16,500	17,300	18,100	
Manuals and Mimeographed Materials	10,500	12,000	12,000	
Audio-Visual Aids	10,000	5,000	5,000	
Film Purchases and Rentals	2,500	1,250	1,250	
Eleanor Roosevelt Scholarship Program Budget				
The four year budget would be as follows:*				
Renewals of Eleanor Roosevelt Scholarships	45,000	60,000	60,000	60,000
New Eleanor Roosevelt Scholarships	30,000	25,000	25,000	25,000
Second Start Scholarships	17,500	52,500	52,500	52,500
Salaries & Expenses (Counseling & Clerical)	15,000	15,000	15,000	15,000
Travel	3,000	3,000	3,000	3,000
Subtotal	$339,250	$384,600	$390,000	$155,500
Surcharge 10%	33,925	38,460	39,000	15,550
	$373,175	$423,060	$429,000	$171,050

*This budget is based on an estimated turnover of 15 graduates a year. The number of graduates is hard to calculate, some students having already accumulated college credits when they are awarded a scholarship. Also, there is variation in the requirements of the college depending on whether they operate on the semester, trimester or quarter system.

SEDFRE expects to raise funds from other sources to increase the number of grantees over this period and to pay the college costs of students who do not complete their studies within the time limits of the grant.

LEADERSHIP DEVELOPMENT BUDGET

Director's salary	$ 8,000.00
Secretary's salary	4,500.00
Rent ($50.00 per month)	600.00
Telephone ($125.00 per month)	1,500.00
Staff travel (20 x $450.00)	9,000.00
Faculty salary ($500.00 per series)	2.000.00
Room and board for students 50 students in each series at 12.50 per student each weekend. Total: 200 students at $50.00 for each participant	10,000.00
Travel for students (Each student will travel on an average of 150 miles round trip. 30,000 miles of travel for 200 students at 6¢ per mile.)	1,800.00
Two (2) weeklong workshops	5,000.00
Supplies and books	3,500.00
	45,900.00
10% Administrative charge	4,590.00
	$50,490.00

MARV

S.E.D.F.R.E.
LEADERSHIP DEVELOPMENT
DEPARTMENT

STAFF ASSIGNMENTS

DATES	STAFF	LOCATION
November 27-29	Spiver W. Gordon	Jackson, Mississippi
	Ronnie M. Moore	" " " "
	Henry G. Smith	
November 30 - December 7	Spiver W. Gordon	Jackson, Mississippi
	Hank Smith	" " " "
	Ronnie Moore	New York City
December 8-10	Spiver Gordon	Jackson, Mississippi
	Hank Smith	
	Ronnie Moore	
	Shirley Lacy	
	Frank Lugovina	
December 11-14	Spiver Gordon	Jackson, Mississippi
	Hank Smith	" " " "
	Ronnie Moore	New York City
December 15-17	Spiver Gordon	Jackson, Mississippi
	Hank Smith	" " " "
	Ronnie Moore	" " " "
	Shirley Lacy	" " " "
	Marvin Rich	
December 18	Ronnie Moore	Jackson, Mississippi
	Spiver Gordon	" " " "
	Hank Smith	" " " "
December 19-21	Ronnie Moore	Jackson, Mississippi

This schedule is almost inflexible.

cc Hank, Marvin, & Shirley

Marvin, I haven't consulted you on these dates, but I need you on 12-15 thru 17th 8am the 15th, okay?

JOB DESCRIPTION

DIRECTOR

1. Guides and evaluates leadership development efforts.

2. Assigns, supervises and trains staff.

3. Consults with program and material developers who should be secured on a volunteer or retainer basis, and works with consultants on training techniques and training design.

4. Develops faculty.

5. Negotiates and supervises the fulfillment of contracts.

6. Public relations and fund raising.

7. Supervises the organization and development of major workshops which have national or regional significance.

8. Prepares departmental budget, workshop evaluations and quarterly reports for the executive director.

9. Sketches ideas for demonstration proposals which may be funded by private and/or public agencies, and outlines drafts for training manual and materials.

10/30/67

JOB DESCRIPTION

ADMINISTRATIVE ASSISTANT

1. Assists the leadership development director by devising operational systems and managerial procedures for the department. Re: films, transporting equipment, library facilities, reporting, record keeping, and related maintenance functions and responsibilities.

2. Oversees expenses and keeps director informed of budgetary limitations and staff compliance.

3. Securing resource persons, films and materials upon request of staff associates and approval of leadership development director.

4. Curriculum development and research.

5. Preparation of purchase orders.

6. Prepares workshop agendas and information kits, based on the suggestions of staff associates.

7. Makes field visits to areas where training programs have been requested or where SEDFRE might desire to sponsor workshops.

8. Bills agencies when SEDFRE has training contracts.

9. Reads and evaluates staff reports and workshop evaluations.

10. Answers correspondence sent to the leadership development director.

11. Review and evaluate materials and news articles pertinent to our training efforts.

10/30/67

JOB DESCRIPTION

STAFF ASSOCIATES

1. Make contacts and keep in touch with local organizations and their training needs.

2. Make initial drafts of community case studies in conjunction with local organizations.

3. Organize and set up mobile workshop series and specialized seminars which entail the selection of participants and training sites, prepare drafts of workshop agendas, recommend resource persons, suggest films and materials, and coordinate student travel.

4. Write workshop evaluations and reports.

5. Follow up work with participants during and after workshops, and prepare reports on what our trainees are doing and what is happening with participating local groups.

6. Make recommendations as to changes and directions of our training efforts.

10/30/67

Administrative Assistant

Effective Date: January 27, 1969

General Responsibility: To develop organizational procedures and operational systems for the department and to assist the director in carrying out administrative matters.

Specific Duties:

Staff

The administrative assistant shall be responsible for securing and reviewing staff reports, workshop evaluations, work schedules, and expense reports. He will maintain close contact with staff and will keep the director informed of the location and activity of each staff associate on a daily basis. He will assist the director in making staff assignments.

Field Services

He will be in charge of distributing resource materials, and workshop supplies to staff. He will secure and supply staff with the current training techniques, trends, and staff development possibilities. Inter-staff communication will also be a responsibility.

Regional and National Workshops

The AA shall be responsible for coordination and administration of major conferences. He will take care of transportation, registration, housing, conference arrangements, and workshop procedures.

Departmental Finances

He shall review contracts and shall prepare invoices when payments are due. He will review and authorize payments of bills.

Departmental Correspondence

He will answer letters dealing with resource materials, request training and issues which do not require attention of the director. Important correspondence will be answered by draft letter and referred to the director for approval and editing.

Clerical Duties

He will be responsible for executive secretarial duties. He will supervise all other clerical employees assigned to the department.

Order

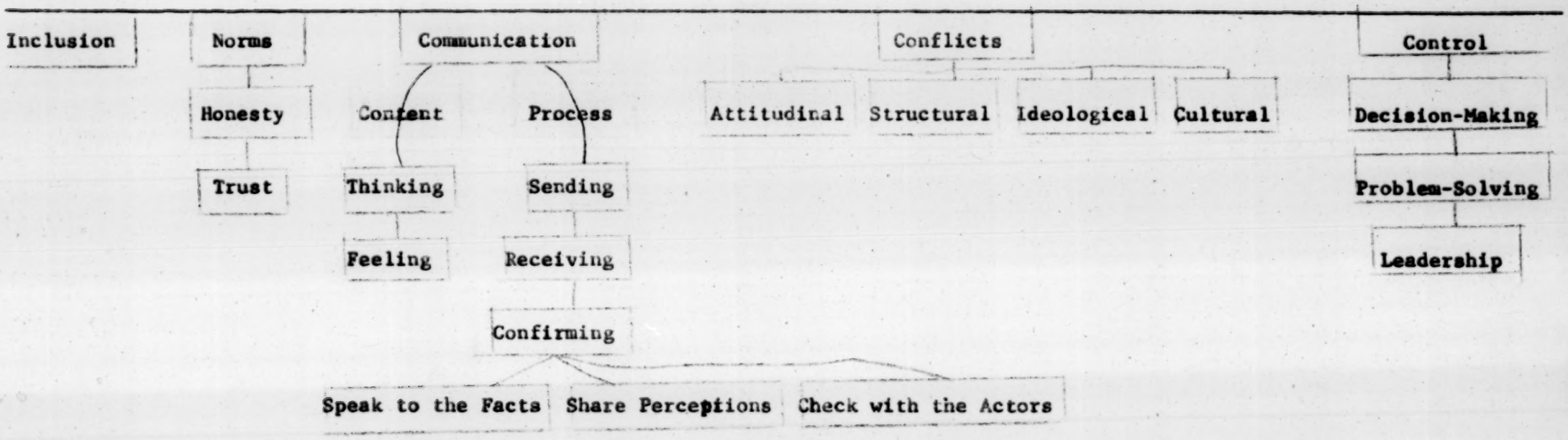
He will be responsible for maintaining office discipline, e.g. staff room space assignments, library facilities, publications, and similar departmental issues dealing with order and appearance.

FORCE FIELD ANALYSIS

DRIVING FORCES	RESTRAINING FORCES

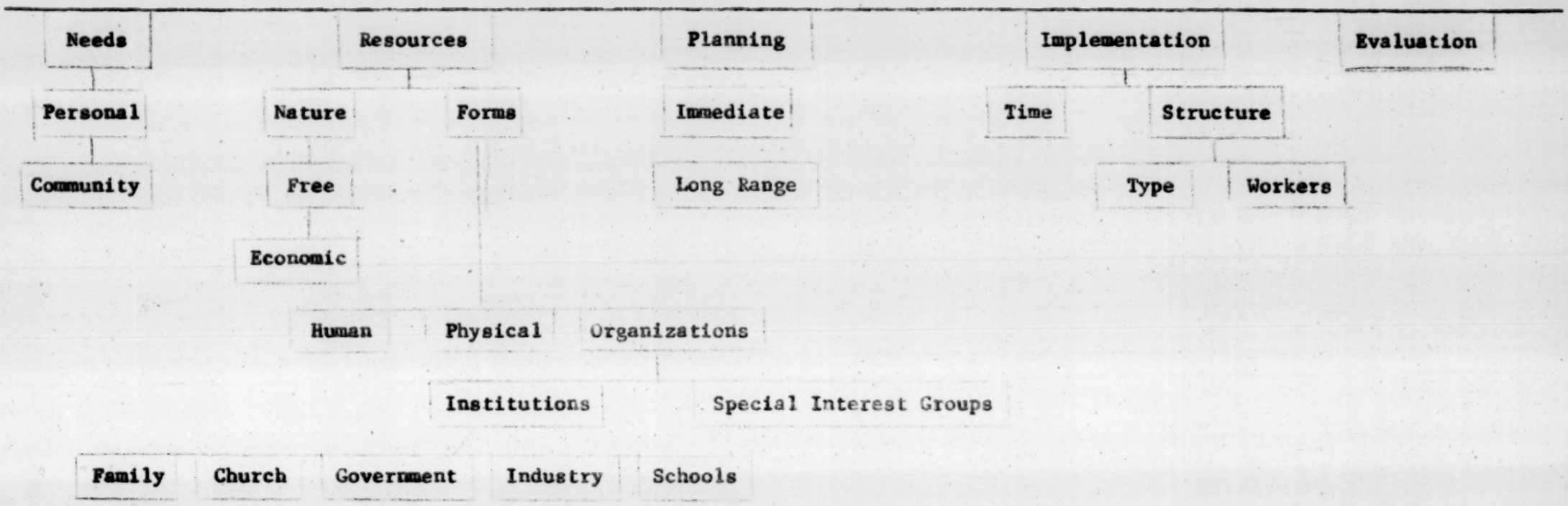
10/30/67

ORGANIZATIONAL DEVELOPMENT



10/30/67

COMMUNITY ACTION



10/30/67

C O N T R A C T S

CHILD DEVELOPMENT GROUP OF MISSISSIPPI

Date	No. of Days	Type of Service	Location
July 20-21, 1967	2	Staff Training	Jones, Sharkey, Issaquena Counties, Mississippi
August 4-6	6	Human Relations Seminar	
August 6-12	6	Area Staff and Area Council Training	
August 27 through September 1	5	Area Council Training	
September 5-10	6	Area Council Training	
September 12-28	14	Area Council Training	
September 29-October 2	4	Area Council Training	
October 12-14	3	Area Council Training	
October 27-30	4	Area Council Training	
	50		

SOUTHERN CONSUMERS' EDUCATION FOUNDATION

September 10-17	7	Community Development Laboratory (Cooperative Living)	Lafayette, Louisiana
Mid-December, 1967	5	Field Consultation	
Mid-January, 1968	7	Community Organization and Leadership Techniques	
	19		

THE HILL PARENTS GROUP

October 11-18	7	Community Development Laboratory (Power Conflict)	New Haven, Connecticut

MSS
546 SEDFIRE

Film Rental, 1966

Box 21
Folder 6

State Historical Society of Wisconsin

Please Retain Original Order

Ronnie Dee 5-10-66

Called a Mr. James
Cole - @ the net
film Ser - Indiana University
re: "Louisiana Diary" -
the film runs for
60 minutes - the price
is $200.00 ea - He stated
that he has a very
wonderful film entitled
"~~Negro~~ History of the
Negro People" He also
has many others he
thinks you might be interested
in - Write him &
Call and tell him
exactly what you are
(Over)

looking for -

Juanbe Doolittle will be available MAY-14-15 — will let he known both day? let me know - Important

Rita

File
Films

INDIANA UNIVERSITY
BLOOMINGTON, INDIANA 47401

May 13, 1966

Mr. Ronnie Moore
CORE Scholarship Educational
Defense Fund, Inc.
150 Nassau Street
New York, New York 10038

Dear Mr. Moore:

This is to follow-up our telephone conversation regarding the series HISTORY OF THE NEGRO PEOPLE. Enclosed are confirmations indicating that all nine programs of this series have been sent to you "on approval." As indicated on the confirmations these may be returned within 30 days if you do not wish to retain them. We have not at this point set up the Rent-to-Own Agreement in which you are interested. We will wait until you decide how many of the films you wish to purchase; at that point we will send you the agreement, setting it up on the basis of two annual payments. A sample copy is enclosed.

We are also enclosing information on other programs that may be of interest to you. All are available for preview at no cost other than return postage when purchase is considered. We hope that they will prove to be of value in your work with CORE and look forward to hearing from you.

Sincerely,

James H. Cole
Audio-Visual Center

JHC:cdg

P. S. We are out of stock of LOUISIANA DIARY but will order a print and have it shipped directly to you from the laboratory. You will receive a confirmation on this at a later date. Per our discussion it will billed for the total price.

September 21, 1966

Indiana University
Audio-Visual Center
Bloomington, Indiana 47401

ATT: James Cole

Dear Sir:

We recently returned to you Films Nos. 3 and 4 of the History of the Negro people series. We are retaining films 1, 2, 5, 6, 7, 8, 9. We are also keeping the Louisiana Diary.

Films		
1-2	$125 each	$250
5-6-7-8	$125 each	$500
9		$250
Louisiana Diary		$200
		$ 1,200

We are keeping the above films and should be billed for $1200. We would like to investigate the possibility of paying this amount in installments. We would appreciate hearing from you as to whether or not this can be done and how should we go about it.

Sincerely,

RONNIE M. MOORE
Leadership Development Director

RMM/cs

NO.
A 22565
REFER TO THIS NUMBER WHEN REMITTING.

SHIP TO:

INVOICE - STATEMENT
INDIANA UNIVERSITY
AUDIO-VISUAL CENTER
BLOOMINGTON, IND. 47405

BILL TO:
CORE SCHOLARSHIP EDUCATIONAL DEFENSE FUND ING.
C/O RONNIE MOORE
150 NASSAU STREET
NEW YORK NEW YORK 10038

PAY LAST AMOUNT IN THIS COLUMN.

DESCRIPTION	PURCHASE NUMBER	DATE	CHARGE	CREDIT	BALANCE
BALANCE FORWARD		JUL 6 66			.00 S
1 PRINT HERITAGE OF THE NEGRO		JUL 6 66	125.00		
1 PRINT NEGRO & THE SOUTH			125.00		
1 PRINT SLAVERY		JUL 6 66	125.00		375.00 S
1 PRINT BRAZIL VANISHING NEGRO			125.00		
1 PRINT FREE AT LAST			125.00		
1 PRINT OMOWALE THE CHILD RETURNS	HOME	JUL 6 66	125.00		
1 PRINT NEW MOOD			125.00		
1 PR INT OUR COUNTRY TOO		JUL 6 66	125.00		
0 PRINT FUTURE & THE NEGRO		JUL 6 66	250.00		1,250.00 S

October 19, 1966

Mr. James H. Cole
Marketing Supervisor
Indiana University
Audio-VisualCCenter
Bloomington, Indiana

Dear Mr. Cole:

Enclosed please find a check for $27.00 rental for films as per agreement signed by Mr. Moore.

Sincerely,

(Mrs.) Charlaine Shelto
Secretary to R. Moore

/cs
Encs.

new
title
Educational Film
[n.d.]

Indiana University
Audio Visual Center
Bloomington, Indiana 47405

Gentlemen:

Enclosed herewith is the film, "The History of the Negro", Nos. 3 and 4. The other films we are keeping, and sending, under separate cover, a financial statement covering the cost of the films.

Sincerely,

RONNIE M. MOORE
Leadership Development
Director

RMM/cs
Encs.

CUSTOMER NO.
22565
REFER TO THIS NUMBER WHEN REMITTING.

SHIP TO:

INVOICE - STATEMENT
INDIANA UNIVERSITY
AUDIO-VISUAL CENTER
BLOOMINGTON, IND. 47405

BILL TO:
CORE SCHOLARSHIP ED DEFENSE FUND INC
C/O ROMMIE MOORE
150 NASSAU STREET
NEW YORK. NEW YORK 10038

PAY LAST AMOUNT IN THIS COLUMN.

TELEPHONE CALL 5 10 66

DESCRIPTION	PURCHASE NUMBER	DATE	CHARGE	CREDIT	BALANCE
BALANCE FORWARD		AUG 9 66			.00 S
1 PRINT LOUISIANA STORY DIARY		AUG 9 66	200.00		200.00 S

Mss
546 SEDFRE

Literature Orders, 1965-1970

Box 21
Folder 7

State Historical Society of Wisconsin

Please Retain Original Order

CORE
SCHOLARSHIP, EDUCATION AND DEFENSE FUND, INC.
150 NASSAU STREET, ROOM 1312
NEW YORK, N.Y. 10038
TELEPHONE 964-8210

DEC-14-65 51540 E — Cash — 0.40

December 9, 1965

United States Government Printing
Office
Superintendent of Documents
N. Capitol between "G" and
"H" Street, N.W.
Washington, D.C.

Dear Sir:

Enclosed please find forty cents for one of each of the following Presidential Executive Orders: 11063, 10925, 11114 and 11246.

We would also like to receive a catalog of publications describing all government programs.

Please bill the above organization.

Sincerely yours,

Ronnie M. Moore
Director of
Leadership Training

RMM/ms

DEC-28-65 75290 E — 7- Coupons 0.40

Contributions are deductible for income tax purposes

■ *president;* Andrew E. Norman ■ *vice presidents;* William S. Ellis, Nannette Sachs ■ *secretary;* Ezra Levin ■ *treasurer;* Shelley Appleton ■ *executive director;* Marvin Rich ■ *executive secretary;* Martha Anne Singer ■ *BOARD OF DIRECTORS;* Adele Addison ■ John P. Allison ■ James Baldwin ■ Katrina McCormick Barnes ■ Dr. Kenneth B. Clark ■ Charlotte Devree ■ John Henry Faulk ■ The Rev. Frederick James ■ Clarence B. Jones ■ Henry Morgenthau, III ■ Dr. William Stuart Nelson ■ Elaine Slater ■ Norman Thomas ■ Rowland Watts ■ Pearl L. Willen

Important

Your original order is returned as a shipping list and may be retained for your files. *If shipment is not correct, your original order must be returned with your request for adjustment. Do not return publications until notified.*

A *green check* (✓) or *green circle* (O) indicates publications are being printed and will be mailed as soon as we receive stock; cost has been included in charges on this order. Kindly hold your enclosed order until these have been received.

The following symbols are used to explain how your order was handled:

O ✓ } **A RED CHECK or CIRCLE—Indicates publications enclosed.**

E Indicates publication is permanently out of stock.

A Indicates the publication is not available at this office. You may be able to obtain a copy by applying directly to the issuing agency, which is indicated on your order.

R Indicates the publication is not available at this time. We will notify you as to its future status as soon as this is determined.

C Indicates we are unable to identify the publication from the information furnished.

S Indicates the specific publication requested is not available, but we have indicated on your order another publication which supersedes or contains similar information.

If a refund is due you for overpayment or because certain publications are exhausted or not immediately available, you will find it in the refund envelope attached to your original order.

A discount of 25 percent is allowed all book dealers and purchasers of 100 or more copies of a single publication to be mailed to one address.

For your convenience, 5-cent coupons may be purchased from this office. These coupons are good until used in exchange for Government publications sold by the Superintendent of Documents.

Thank you for your order. It has been a pleasure to serve you.

SUPERINTENDENT OF DOCUMENTS
GOVERNMENT PRINTING OFFICE
Washington, D.C. 20402

SD-165

U.S. GOVERNMENT PRINTING OFFICE : 1963—O-707-555

December 14, 1965

Institute of Human Relations
165 East 56 Street
New York, New York 10022

Gentlemen:

Kindly send the following publications of the American Jewish Committee to me at the above address:

THE CITY AND THE NEGRO by Charles E. Silberman	$ .25
THE CIVIL RIGHTS STORY: A YEAR'S REVIEW by Harry Fleischman . .	.25
GIVE SLUM CHILDREN A CHANCE by Charles E. Silberman	.10
HUMAN BACKGROUND OF THE CIVIL RIGHTS ISSUE by Anthony Lewis . .	.05
INTEGRATION: WHAT YOU CAN DO ABOUT IT by Lillian Smith	.10
THE MEANING OF NEGRO STRATEGY by David Danzig	.10
THE NEGRO IN AMERICA TODAY by Ernest Dunbar	.15
THE POLICE IMAGE by Irving B. Zeichner	.05
SOCIAL WELFARE AND THE RIGHTS OF THE POOR by Edwin J. Lukas . .	.20
TEENAGERS JOIN THE WAR ON POVERTY by Ann G. Wolfe	.25
DESEGRAGATING CITY SCHOOLS by John H. Fischer	.10
THE BUSINESSMAN AND THE NEGRO by Charles E. Silberman	.25
DISCRIMINATION COSTS YOU MONEY, Cartoons and verse	.10
LABOR AND CIVIL LIBERTIES by Harry Fleischman	.10
NEGRO EDUCATION - FOR WHAT? by Gene Roberts, Jr.	.10
CRIME AND RACE: CONCEPTIONS AND MISCONCEPTIONS by Marvin E. Wolfgang . . .	.50
FILMS FOR HUMAN RELATIONS (catalog of non-commercial films) . .	.50
BEFORE THE U.S. SUPREME COURT an AJC Fact Sheet	.15
THE GREAT QUESTION (Community-action Guidebook)	.50
TOTALITARIANISM: NEW PERSPECTIVES by William Ebenstein	1.00

Enclosed you will find check in the amount of $4.80 to cover the cost of one copy of each of the above publications.

Thank you.

Sincerely,

Ronnie M. Moore

RMM/md

Encl.

May 17, 1966

Pepsi - Cola Company
Executive Office
Special Markets Department
500 Park Avenue
New York, New York

Gentlemen:

Enclosed please find our check in the amount of $2.00 covering cost of volume I and II of "Adventures in Negro History."

Kindly mail to Scholarship, Education and Defense Fund for Racial Equality, Inc., 150 Nassau Street, New York, New York 10038, attention: Mr. Ronnie M. Moore.

Sincerely,

Ronnie M. Moore
Leadership Development Director

RMM:rh
enc.

have signed pledges of support for the principle of fair housing and contributed a dollar each to pay for an ad with their signatures that filled three and a half pages in the Kansas City Star last month. The canvass was organized by the city's Council on Religion and Race, with the support of the press, the City Council and more than 50 religious, labor and human-relations groups. The only organized opposition came from John Birch Society chapters of Jackson, Johnson, Wyandotte and Clay Counties, which held meetings and bought newspaper ads denouncing the endeavor as a Communist plot.

THE GAME

Here's another batch in the game about dismissing workers in a style appropriate to their callings (lawyers disbarred and priests unfrocked). Myrna Gordon asks what would happen if ironworkers were junked, violinists unstrung, bookies unbound, bank tellers cashiered, buyers sold out and bakers unkneaded.

NEGRO HISTORY

Two stirring record albums of "Adventures in Negro History" have been pressed by Pepsi-Cola. Volume I uses music, narration and dramatizations to recreate the pageant of Negroes in our nation's development; a pilot, Nino, on Columbus' ship; a soldier, Prince Whipple, in Washington's army; a scientist and teacher, George Washington Carver; an outstanding statesman, Dr. Ralph Bunche. The second album deals with the Frederick Douglass years -- 1817 to 1895, and uses this span of time not only to tell the story of the remarkable man who rose from slavery to become an adviser to many presidents, including Abraham Lincoln, but also to tell the story of the Negro in that period of the making of modern America.

"Come Alive -- It's the Pepsi Generation" has a swingier sound when combined with this kind of public service.

Ronnie → how about writing Pepsi getting copies later we may suggest films.

rel $2.00

500 PR Ave

acenter

1018-4500

SPECIAL MKTS Dept -

LIR, LPK, LNP, CCD, MMCCD, ILG, LPKE, LBH

Park - Aldrich

June 10, 1966

The Urban Review
Center for Urban Education
33 West 42 Street
New York, New York

Attention: Mr. Nelson Aldrich

Dear Mr. Aldrich:

Would you kindly send us one-hundred copies of "To Be Black and To Be Successful."

Please let us know the cost and we will forward check.

Sincerely,

Ronnie M. Moore
Leadership Development Director

RMM:rh

Pub
Orders

CENTER FOR URBAN EDUCATION

33 West 42 Street / New York City / 10036 244-0300

June 14, 1966

Mr. Ronnie M. Moore
Leadership Development Director
Scholarship, Education and Defense
Fund for Racial Equality
150 Nassau Street
New York, N. Y. 10038

Dear Mr. Moore:

Enclosed is a copy of the issue in which Professor Wilcox's revised version of "To Be Black and To Be Successful" appears. Since it is revised, you may want to reconsider your order of 100 copies of this essay.

Moreover, since we print on the photo offset process, we are obliged to answer requests of this sort with the entire magazine. Otherwise, it would be prohibitively expensive for you.

Many thanks for your interest.

Yours sincerely,

Nelson W. Aldrich, Jr.
Editor

NWA:cjc

Enclosure

THE WHITE HOUSE CONFERENCE "TO FULFILL THESE RIGHTS"

1800 G Street, N. W.
Washington, D. C.
Tel: 737-9010

July 19, 1966

Mr. Ronnie Moore
Director
Scholarship Education and Defense Fund
for Racial Equality
10 Community Center
St. Helena Island
Frogmoore, South Carolina

Dear Mr. Moore:

Last week we received a request from your office in New York for 150 copies of the summary of "Civil Rights Responsibilities of the Federal Government" which was prepared for the White House Conference to be sent to your workshop to be held July 20-24.

Unfortunately, we had a very small supply left and had given these to the U.S. Commission on Civil Rights, because our Conference operation is now being terminated. I have asked the Commission to send as many copies as possible to you and they are in the mail special delivery. You are welcome to reproduce additional copies.

In the future if you want this kind of information, I suggest that you write to the U.S. Commission on Civil Rights, Information Office, 801 - 19th Street, NW., Washington, D.C. They expect to be able to provide helpful information on Federal civil rights programs to all groups desiring it.

Sincerely,

Evelyn Idelson/am

(Mrs.) Evelyn Idelson
Information Officer

P.S. I am enclosing one copy of summary in case it may reach you before the larger shipment from the Commission.

August 10, 1966

United States Commission on Civil Rights
Washington, D. C. 20425

Gentlemen:

Would you send me 150 copies of your booklet entitled "Federal Rights Under School Desegregation Law, (CCR Clearinghouse Publication No. 6) June 1966, at your earliest convenience.

Thank you.

Sincerely,

RONNIE M. MOORE
Leadership Development Director

RM/cs

August 10, 1966

United States Commission on Civil Rights
Washington, D. C. 20425

Gentlemen:

I would like to receive ten (10) copies of your directory listing national private organizations with civil rights programs.

Thank you.

Sincerely,

RONNIE M. MOORE
Leadership Development Director

RMM/cs

September 15, 1966

League of Women Voters
131 East 23rd Street
New York, New York

Dear Madames:

Would it be possible for me to obtain copies of your campaign materials pertainint to government, voters, political and governmental strucutre of the states of Maryland, Florida, South Carolina, Mississippi, Louisiana, New York, and California?

If such material is avaiaable, please contact my secretary, Mrs. Shelto, at the above number, and let her know so that the arrangemants can be made for picking it up.

Thanking you in advance,

Sincerely,

RONNIE M. MOORE
Leadership Development Director

RMM/cs

September 20, 1966

Democratic National Committee
1730 "K" Street N. W.
Washington, D. C.

Gentlemen:

This is to confirm my conversation with someone in your office on the above date, in which an agreement was made to ship to us material you have on hand dealing with political education.

Thank you for your time and cooperation.

Sincerely,

(Mrs.) Charlaine Shelto
Secretary to Leadership
Development Director

cs

September 21, 1966

AFL-CIO
Committee on Political Education
815 16th Street, N. W.
Washington, D. C.

Gentlemen:

This is to confirm my telephone conversation with someone in your office on the above date, in which I requested literature on political education to be sent to us.

Thank you very much for your time and cooperation.

Sincerely,

(Mrs.) Charlaine Shelto
Secretary to Leadership
Development Director

cs

Order put -

September 22, 1966

Mr. Ken Babel
Democratic National Committee
1730 "K" Street, N. W.
Washington, D. C.

Dear Mr. Babel:

I was told by someone in your office, on this date, to write you requesting political education literature, that is, material on voter registration, political campaigning voter education, party structure, etc.

We are running a political education workshop in Florida September 30-October 2, 1966. If it is at all possible for us to receive this literature, we would need it before September 28. We need approximately 50 copies of each piece of material you have.

Thanking you in advance,

Sincerely,

(Mrs.)Charlaine Shelto
Secretary to Leadership
Development Director

cs

Order never received

SCHOLARSHIP,
EDUCATION AND
DEFENSE
FUND FOR
RACIAL EQUALITY inc.
150 NASSAU STREET
NEW YORK, N.Y. 10038
TELEPHONE 964-8210

October 11, 1966

Quadrangle Books, Inc.
180 North Wacker Drive
Chicago, Illinois 60606

Gentlemen:

I would like to order 75 copies of "A Manual for Direct Action" by Martin Oppenheimer and George Lakey. Would you send me all pertinent information -- price, shipping charges, etc. We are the sister organization to the Congress of Racial Equality, and are tax exempt.

Thank you in advance,

Sincerely,

Charlaine

(Mrs.) Charlaine Shelto
Secretary to Leadership Development Director

/cs

Bill
Send me
Inv.

Contributions are deductible for income tax purposes

■ *president;* Andrew E. Norman ■ *vice presidents;* William S. Ellis, Nannette Sachs ■ *secretary;* Ezra Levin ■ *treasurer;* Shelley Appleton ■ *executive director;* Marvin Rich ■ *leadership development director;* Ronnie M. Moore ■ *legal director;* Carl Rachlin ■ *BOARD OF DIRECTORS;* John P. Allison ■ Robert Ausnit ■ James Baldwin ■ Katrina McCormick Barnes ■ Canon James P. Breeden ■ Dr. Kenneth B. Clark ■ Robert Curvin ■ Charlotte Devree ■ Robert F. Drinan, S.J. ■ John Henry Faulk ■ Michael O. Finkelstein ■ Doris Freedman ■ Dr. Edward L. Gibson ■ J. T. Harris ■ Claude Heckscher ■ Norman Hill ■ Clarence B. Jones ■ Dr. Archie Lacey ■ Joann List Levinson ■ Henry Morgenthau, III ■ Dr. William Stuart Nelson ■ Richard J. Schwartz ■ Elaine Slater ■ Norman Thomas ■ Rowland Watts ■ Pearl L. Willen

[ca. Oct. 11, 1966]

QUADRANGLE BOOKS, INC.
180 NORTH WACKER DRIVE • CHICAGO, ILLINOIS, 60606 • STATE 2-0785 • CABLE: QUADBOOK

.Scholarship Education and Defense
.Fund for Racial Equality
.150 Nassau St.
.New York, New York 10038

Dear Customer:

We appreciate your order, but we regret that our policy does not permit us to ship books on a credit basis to other than established accounts. Will you kindly forward your check or money order with this form? (Please do not detach your original order.) Your books will be shipped immediately upon receipt.

The price of your order, including postage, is 76.55 .

Thank you, and we look forward to serving you.

Sincerely yours,

Dorothy Bruno

Dorothy Bruno

75 P Oppenheimer Manual

db/ef

1.65-40-.99-	74.25
Shipping	2.30
Total	76.55

November 7, 1966

Unites States
Government Printing Office
Washington, D. C.

Gentlemen:

I would like information regarding the best way to receive yearly, the Congressional Quarterly, and the United States yearly Budget.

An early reply would be appreciated. Thank you,

Sincerely,

RONNIE M. MOORE
Leadership Development Director

RMM/cs

Peter Orlovsky

November 15, 1966

Mr. Martin Oppenheimer
Sociology Department
Vassar College
Poughkeepsie, New York

Dear Mr. Oppenheimer:

I was able to secure 15 Manuals for Direct Action on a loan basis from the War Resistors League.

Would it be possible for you to obtain for us, about 25 of these manuals at a reduced rate, from the publisher? The price quoted to us from Quadrangle Books, in their letter was $999 for one. I orderdd 75 and then discovered we did not have the funds for them.

Any assistance you can give us in this matter would be greatly appreciated. I wish to thank you also, for helping me secure the 15 manuals mentioned above.

Sincerely,

(Mrs.) Charlaine Shelto
Secretary to R. M. Moore,
Leadership Development Director

/cs

November 23, 1966

League of Women Voters
131 East 23rd Street
New York, New York

Dear Madames:

We would like to receive, if possible, 125 copies of the following material, if your organization stocks them:

1. Pamphlets on party structure

2. Special election memos (for the states of Louisiana and South Carolina)

3. Election calendars for 1966-7 for the states of Louisiana and South Carolina

4. Any political information you might have on the states of Louisiana and South Carolina.

If there are any charges, shipping, etc., please bill us accordingly.

Thank you.

Sincerely,

RONNIE M. MOORE
Leadership Development Director

RMM/cs

November 23, 1966

Democratic National Committee
1730 "K" Street, N.W.
Washington, D. C.

Dear Sirs:

We would like to receive, is possible, 125 copies of the following,material, if your organization stockds them:

1. Pamphlets on pasty structure
2. Special election memos (for the states of Louisiana and South Carolina

3. Election calendars for 1966-7 for the states of Louisiana dad South Carolina

4. Agy political information you might have on the states of Louisiana and South Carolina.

If there are any charges, shipping, etc., please bill us accordingly.

Thank you.

Sincerely,

RONNIE M. MOORE
Leadership Development Director

RMM/cs

November 23, 1966

Republican National Committee
1625"I" Street, N.W.
Washington, D. C.

Dear Sirs:

We would like to receive, if possible, 125 copies of the following material, if your organization stocks them:

1. Pamphlets on party structure
2. Special election memos (for the states of Louisiana & South Carolina
3. Election calanders for 1966--7 for the states of Louisiana and South Carolina

4. Any political information you might have on the states of Louisiana and South Carolina.

If there are any charges, shipping, etc., for this material please bill us accordingly.

Thank you.

Sincerely,

RONNIE M. MOORE
Leadership Development Director

RMM/cs

January 23, 1967

Mrs. Katrina McCormick Barnes
419 East 50th Street
New York, New York 10022

Dear Mrs. Barnes:

Here is the schedule of workshops. Sorry it took so long, but you are the first to receive a copy.

Best wishes,

Sincerely,

RONNIE M. MOORE
Leadership Development Director

RMM/cs
Enc.

January 26, 1967

Crown Publishers
419 Park Avenue South
New York, New York

Gentlemen:

Please send me a review copy of "Five Smooth Stones" by Ann Fairbairn.

Thank you for your consideration.

Sincerely,

RMM/rwb

Ronnie M. Moore, Director
Leadership Development

February 15, 1967

Miss Gracie Carroll
Columbia University
School of Social Work
2 East 91st Street
New York, New York 10028

Dear Miss Carroll:

Enclosed is a check in the amount of $7.00 as payment for 60 copies of "A Strategy To End Poverty" by Richard A. Cloward and Frances Fox Piven, which appeared in The Nation, May 2, 1966.

We would be very grateful if you could get these reprints to us before February 23rd. Many thanks.

Sincerely yours,

/rwb
Enc.

(Mrs.) Rosalind Becton



THE READER'S DIGEST

Pleasantville • New York 10570

February 21, 1967

Dear Mr. Moore:

Thank you for your inquiry concerning reprints of articles from The Reader's Digest, and payment of $7.00.

Unfortunately reprints of the following articles are not carried in stock. However, we would be pleased to prepare them for you at the following prices:

	"Sex and Sexuality: The Crucial Difference"		"Make Room for the Simple Things"
Min.	$16.00	100	$13.00
	17.00	200	14.00

- plus shipping charges. Printing would take about ten days.

Your interest is appreciated and we shall hold your remittance for further instructions.

Sincerely,

Genevieve S. Beck

GSB:nnd

Mr. Ronnie M. Moore, Director
Leadership Development
Scholarship, Education and Defense
Fund for Racial Equality
150 Nassau Street
New York, New York 10038

GENEVIEVE SCOTT BECK • ASSISTANT DIRECTOR OF PUBLIC AFFAIRS

March 2[illegible], 1967

Miss Genevieve S. Beck
The Reader's Digest
Pleasantville, New York 10570

Dear Miss Beck:

Thank you for your letter regarding our request for reprints of "Sex and Sexuality: The Crucial Difference" and "Make Room for the Simple Things." Unfortunately, we needed the reprints of these two articles for our workshop which was held on February 24th. As you can see we no longer need them.

Please return our check and thank you for your interest.

Sincerely yours,

/rwb

(Mrs.) Rosalind Becton, Secretary
to Ronnie M. Moore.

June 2, 1967

Miss Gracie Carroll
Two East 91st Street
New York, New York 10028

Dear Miss Carroll:

We have a copy of the reprinted article, "Birth of a Movement" taken from the Nation magazine, May 8, 1967 issue.

We would like to order 100 copies to be shipped and billed to the above address. Is there a quantity price for orders of 100?

Thank you for your prompt consideration of the above matter.

Rec'd 6/12/67

Very truly yours,

Ronnie M. Moore
Director, Leadership Development

RMM:at

June 9, 1967

Dr. Preston Wilcox
Columbia School of Social Work
2 East 91st Street
New York, New York

Dear Dr. Wilcox:

Mr. Moore would appreciate receiving 100 copies of Reprint 7/11/67 your article "Reflections of a Temporary Black Male Principal," which was published in Renewal, April-May 1967.

Sincerely yours,

Alice Taper
Secretary to Mr. Ronnie M. Moore

SCHOLARSHIP,
EDUCATION AND
DEFENSE
FUND FOR
RACIAL EQUALITY inc.
150 NASSAU STREET
NEW YORK, N.Y. 10038
TELEPHONE 964-8210

Literature

JUL 11 1967

June 26, 1967

Superintendent of Documents
United States Government Printing Office
Washington, D. C. 20402

Gentlemen: Equality of Ed Opportunity: Full Report - $4.25 a copy
OE 38001

Kindly send us seventy-five (75) copies of the brochure,

"Equality of Educational Opportunity" issued by the Department

of Health, Education and Welfare, Office of Education, your

Catalog No. FS 5.238:38000. Summary — 30¢ a copy

You may bill us at the above address.

Very truly yours,

Ronnie M. Moore

Ronnie M. Moore
Director, Leadership Development

RMM:at

Contributions are deductible for income tax purposes

■ *president;* Andrew E. Norman ■ *vice presidents;* William S. Ellis, Nannette Sachs ■ *secretary;* Ezra Levin ■ *treasurer;* Shelley Appleton ■ *executive director;* Marvin Rich ■ *leadership development director;* Ronnie M. Moore ■ *legal director;* Carl Rachlin ■ *BOARD OF DIRECTORS;* Nils R. Douglas, *chairman* ■ John P. Allison ■ Robert Ausnit ■ James Baldwin ■ Katrina McCormick Barnes ■ Canon James P. Breeden ■ Dr. Kenneth B. Clark ■ Robert Curvin ■ Charlotte Devree ■ Robert F. Drinan, S. J. ■ John Henry Faulk ■ Michael O. Finkelstein ■ Doris Freedman ■ Dr. Edward L. Gibson ■ James T. Harris ■ Claude Heckscher ■ Norman Hill ■ Clarence B. Jones ■ Dr. Archie Lacey ■ Joann List Levinson ■ Henry Morgenthau, III ■ Dr. William Stuart Nelson ■ Richard J. Schwartz ■ Elaine Slater ■ Norman Thomas ■ Rowland Watts ■ Pearl L. Willen

July 13, 1967

United States Department of Health, Education and Welfare
Office of Education
Washington, D. C.

Gentlemen:

Would you please send us 75 copies of the summary brochure entitled, "Equality of Educational Opportunity."

Thank you.

Very truly yours,

Ronnie M. Moore
Director, Leadership Development

RMM:at

August 8, 1967

Mr. John J. Burns, Commissioner
State Of New York
Executive Department
Office For Local Government
Albany, New York

Dear Sir:

I would greatly appreciate a copy of New York State Population Changes. We have had an opportunity to review this booklet and feel that it would be a great value to our office. Please be kind enough to have a copy mailed to the above address and we will be happy to cover any expense for said booklet if required.

Sincerely yours,

Henry G. Smith, Jr.
Field Representative

HGS:lb

October 19, 1967

United States Commission on Civil Rights
Information Office
801 Nineteenth Street, N.W.
Washington, D. C. 20425

Gentlemen:

Kindly send us 100 copies of CCR Clearinghouse Publication No. 8, dated June, 1967 and titled:

Schools Can be Desegregated

Thank you.

Very truly yours,

Ronnie M. Moore
Director, Leadership Development

RMM:at

Read

October 27, 1967

National Committee Against Discrimination in Housing
323 Lexington Avenue
New York, New York 10016

Gentlemen:

Kindly mail us 100 copies of your publication, Model Cities and Metropolitan Desegregation - A Program for Grass-Roots Action. This is marked Conference Report #8.

Thank you.

Very truly yours,

Ronnie M. Moore
Director, Leadership Development

RMM:at

November 16, 1967

Operation Ironbound
45 Merchant Street
Newark, New Jersey 07105

Attention: Mr. Donald Tucker

Gentlemen:

In answer to your request for copies of an article, "How to Staff a Ghetto School" presumably written by Preston Wilcox, I could not find any copies of this article.

I called Mr. Wilcox and he is quite sure that he did not write this article.

I am sorry I cannot help you in this instance.

Very truly yours,

A. Teper
Secretary to Mr. Ronnie M. Moore

November 20, 1967

NTL Institute for Applied Behavioral Science
1201 Sixteenth Street, N.W.
Washington, D. C. 20036

Gentlemen:

Please send us your publication, Handbook of Staff Development and Human Relations Training: Materials Developed for Use in Africa (Revised and Expanded Edition), by Donald Nylen, J. Robert Mitchell and Anthony Stout.

Thank you.

Very truly yours,

Ronnie M. Moore
Director, Leadership Development

RMM:at

COPY

Rec'd 1/22/68

from:

Renaissance Editions, Inc.
527 Madison Ave., NYC 10022

November 20, 1967

League for Industrial Democracy
112 East 19th Street
New York, New York 10003

Gentlemen:

Please send us 100 copies of your pamphlet, The Politics of Poverty, by Michael Harrington.

Thank you.

Very truly yours,

Ronnie M. Moore
Director, Leadership Development

RMM:at

November 29, 1967

United States Commission on Civil Rights
Washington, D. C. 20425

Gentlemen:

Please send us 100 copies of your Publication No. 8,

June, 1967, entitled, Schools Can Be Desegregated.

Thank you in advance for your cooperation.

Very truly yours,

Ronnie M. Moore
Director, Leadership Development

RMM:at

12/15/68

December 21, 1967

Association Press
291 Broadway
New York, New York 10007

Gentlemen:

Please send us one copy each of the following publications and bill to the address on the letterhead:

Community Organization in Action by Ernest B. Hayes and Arthur Dunham

New Understanding of Leadership by Murray Ross and Charles Hendy

Social Group Work - Principles and Problems by Harleigh B. Treacher

Thank you.

Very truly yours,

Ronnie M. Moore
Director, Leadership Development

Recd 1/12/68

RMM:at

December 28, 1967

Association Press
291 Broadway
New York, New York 10007

Gentlemen:

Please send us one copy each of the following publications, and bill to the address on the letterhead:

The Leader and Creativity by Irving R. Weschler

The Leader and the Process of Change by Thomas R. Bennett, II

The Leader and Individual Motivation by Paul C. Buchanan

The Leader and Group Effectiveness by Gordon L. Lippett and Edith Seashore

Thank you.

Very truly yours,

Rec'd 1/17/68

Ronnie M. Moore
Director, Leadership Development

RMM:at

January 17, 1968

Mr. Tim McCarthy
Students for a Democratic Society
1608 West Madison
Chicago, Illinois

Dear Tim:

May I thank you for the help you gave me when I spoke to you on the phone regarding the booklet, "Where It's At". As per our phone conversation, I will be expecting the 1000 booklets shortly.

We will pay cost of shipping, providing it is between $20 and $20.

Again, many thanks.

With a compulsive need to serve,

Henry G. Smith, Jr., Staff Associate
Leadership Development Department

HGS:at
bcc: M. Rich/J. Turner

Rec'd 1/23/68
(picked up by HS + KD at Greyhound)

PITMAN PUBLISHING CORPORATION

January 18, 1968

Mr. Henry G. Smith, Jr.
Training Staff Associate
Scholarship, Education and Defense Fund for
Racial Equality, Inc.
150 Nassau Street
New York, N. Y.

Dear Mr. Smith:

We received your letter of January 11th requesting a preview copy of EYEWITNESS: THE NEGRO IN AMERICAN HISTORY. It is a very great pleasure to enclose this text edition of the book.

Your program sounds eminently worthwhile and I'm sure it will be most successful. Best of luck.

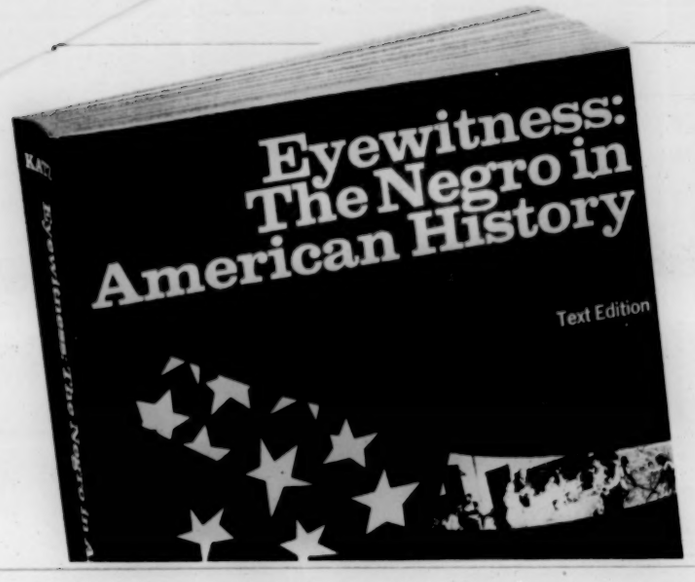
Sincerely yours,

Samuel B Melner

Samuel B. Melner
Marketing Manager

SBM:lc

20 EAST 46 STREET, NEW YORK, N.Y. 10017 • TN 7-7400
TORONTO / LONDON / MELBOURNE / JOHANNESBURG



ANNOUNCING:

Eyewitness: The Negro in American History

WILLIAM LOREN KATZ • 554 PAGES • ILLUSTRATED
1967 • PAPERBOUND • $3.94 NET TO SCHOOLS

A NEW SUPPLEMENTARY SOCIAL STUDIES TEXT FOR SECONDARY SCHOOLS

The Negro first entered into American history in 1492 when he accompanied Christopher Columbus to the New World. From that day he has played a vital but largely untold role in the mainstream of American history. This is his long overdue story.

Eyewitness: The Negro in American History is specifically designed to fit into the Social Studies curriculum.

- Chapter arrangements conform to those of all leading basic textbooks (See "Contents" on reverse).
- The author is a practicing classroom teacher. The material in *Eyewitness: The Negro in American History* has been thoroughly classroom tested.
- The writing is exceptionally clear and concise. It is designed to capture and hold the interest of high school and junior high students.
- The 200 illustrations are an integral part of the text — instructional rather than merely decorative.
- The eyewitness accounts which complete each chapter have been selected for vividness and readability.
- A comprehensive *Teacher's Manual* is available free on class adoption. The Manual provides the teacher with a detailed guide to the most effective use of *Eyewitness: The Negro in American History*, and includes an extensive bibliography.



Matt Henson, first man to stand atop the world, reached the North Pole on April 6, 1909.

Eyewitness: The Negro in American History culminates 12 years of intensive and exacting research. It illuminates the contributions of Negroes in every period of our history — from the early explorers to today's champions of true equality and civil rights. Cowboys, doctors, scientists, soldiers, teachers, poets, actors, political figures, revolutionary leaders — their stories dramatically unfold as an integral part of the larger history of America.

Clearly written narratives of every period set the stage for eyewitness accounts drawn from letters, army records, diaries, newspapers, and other authentic sources of the times — many never before published. Here then — in his own words and in the comments and records of his fellow Americans — is the Negro in American history.

William Loren Katz wrote *Eyewitness* after twelve years of research and testing its contents in his classrooms. For the last seven years he has taught in the famous racially-integrated Woodlands High School, Hartsdale, New York. A Navy veteran of World War II, he graduated from Syracuse University with a B.A. in American History and New York University with an M.A. in education; he began teaching in 1952 in New York City. He has served as a consultant to the New York State Education Department, President Kennedy's Committee on Juvenile Delinquency and Youth Development, was Curriculum Coordinator for the New York State Education Department 1966 Summer Institute on Integration, and has received research grants from the New World Foundation and New York State Education Department. He has contributed numerous articles to the *Journal of Negro History*, *Negro History Bulletin*, and *Saturday Review*. His second book, *Teachers Guide to American Negro History* will be published this winter.



The march from Selma to Montgomery, Alabama.

Eyewitness: The Negro in American History

CONTENTS

The Opening of New Worlds
Spanish and Portuguese Explorations; The Dutch Colonies; The French Colonies; *Eyewitness Accounts*.

The English Colonies
Slave Life in Colonial America; The Southern Colonies; The Middle and New England Colonies; The Fight Against Bondage; Defending the Colonies; Cultural Growth in Colonial America; *Eyewitness Accounts*

Building of a Nation
The Revolution; The Critical Period Leads to the Constitution; The War of 1812; The Battle of New Orleans; *Eyewitness Accounts*

Frontiersmen Conquer the Wilderness, 1800-1860
Slave Frontiersmen; Red Men Meet Black Men; Free Negroes as Trappers and Missionaries; The United States Acquires Florida; Defenders of the Lone Star Republic; Oregon; On to California; Democracy and Slavery in the West; *Eyewitness Accounts*

The South When Cotton Was King
Masters and Slaves; The Slaveholder Justifies Slavery; The Slave in Southern Cities; The Free Negro Population; Day-to-Day Resistance to Bondage; The Slave Revolts; *Eyewitness Accounts*

Industrial and Cultural Growth in the Free North
The North Chooses Free Labor; The North Becomes a Business Center; Development of an Intellectual Class; *Eyewitness Accounts*

The Age of Reform, 1820-1860
The Great Reformers; Frederick Douglass; the Rise of Militant Abolitionism; Growing White Support; *Eyewitness Accounts*

Steps to Civil War
The Fugitive Slave Law; A War of Words Leads to Violence; *Eyewitness Accounts*

The Civil War
The War to Preserve the Union, 1861-1863; The War to End Slavery, 1863-1865; The Negro Soldier; The Home Front; The End of the War; *Eyewitness Accounts*

Presidential Reconstruction
The Freedmen's Bureau; President Johnson's Efforts; *Eyewitness Accounts*

Congressional Reconstruction
The Negro in Congress; The Violent End of Reconstruction; *Eyewitness Accounts*

An Age of Invention and Industrial Growth
Inventors and Inventions; Great Fortunes; Labor and Unions; *Eyewitness Accounts*

The Last Frontier
The Men Who Tamed the West; Helping the Red Man; The "Exodus of 1879"; The Farmers' Rebellion; The Populists; The Farmers' Scientist; *Eyewitness Accounts*

Reformers Meet the Problems of the Machine Age
The Great Reformers; The Urban Reformers; The Era of Jim Crow; Resistance to Jim Crow; Booker T. Washington and His Age; The Drive for Full Civil Rights; *Eyewitness Accounts*

America Enters the Twentieth Century
The Spanish-American War; Claiming the North Pole; The "Progressive Years"; Wilson and the New Freedom; World War I; *Eyewitness Accounts*

The Twenties
The Growth of Intolerance; Gangster Days in Chicago; The Negro Renaissance; The Frustrating Fight for Rights; *Eyewitness Accounts*

Depression and the New Deal
The Depression; President Franklin D. Roosevelt and the New Deal; A New Deal for Labor; Americans React to European Dictators; *Eyewitness Accounts*

World Leadership in War and Peace
World War II; Military Campaigns: European Theater; Military Campaigns: Pacific-Asiatic Theater; The Postwar Battle for Rights, 1945-1954; Support for the United Nations and World Peace; *Eyewitness Accounts*

America's Civil Rights Revolution
The Supreme Court Decision of 1954; The Montgomery, Alabama Bus Boycott; The Federal Government Takes Action; The Kennedy Administration in Action; 1963: The Year of Decision; Action in the North; America's Largest Protest March; *Eyewitness Accounts*

Examination copies of the text edition of **Eyewitness: The Negro in American History** are available should you wish to consider it for adoption as a supplementary text. Please write on your school stationery indicating your position and include an estimate of the number of copies your school or district might order.

Attention School Librarians — *Eyewitness: The Negro in American History* is also published in a clothbound edition for school and classroom libraries and is available at the usual library discount. List Price: $9.75

PITMAN PUBLISHING CORPORATION
20 EAST 46TH STREET • NEW YORK, NEW YORK 10017

Hunter College Book Store - 734-7575

THE WASHINGTON CENTER
FOR METROPOLITAN STUDIES

1717 Massachusetts Avenue NW Washington DC 20036 | 462-4868

JAN 24 1968

Mr. Henry G. Smith
150 Nassau Street
New York, New York 10038

Dear Hank,

The name of that Scott Greer book is: Urban Renewal and American Cities and it is published by Dobbs-Merrill. You also might want to take a look at the following books in case you have not already seen them:

Urban Renewal: People, Politics and Planning edited by Jewel Bellush and Murray Hausknecht (Doubleday & Co., paperback)

Urban Renewal: The Record and the Controversy edited by James Q. Wilson (The M.I.T. Press, also, I think, in paperback)

Urban Renewal Politics: Slum Clearance in Newark by Harold Kaplan (Columbia University Press)

Hope you have a successful conference. Keep me informed.

Sincerely,

Harold

Harold Wolman

January 29, 1968

Mrs. Saunders
Doubleday Bookshops
724 Fifth Avenue
New York, New York

Dear Mrs. Saunders:

As per our telephone conversation of today I am enclosing our check for $10.92 to cover:

Urban Renewal and American Cities - Scott Greer — Rec'd
published by Bobbs-Merrill (hard cover)

✓ Urban Renewal: The Record and the Controversy - Rec'd 2/5/68
James Q. Wilson, published by M.I.T. Press
(soft cover)

Please order and have these sent to us as soon as possible, as we are now working on a project which involves the use of these books.

Thank you very much for your cooperation.

Very truly yours,

A. Teper
Secretary

Enc. - ck. #1865

January 31, 1968

Mr. Samuel B. Melner
Marketing Manager
Pitman Publishing Corporation
20 East 46th Street
New York, New York 10017

Dear Mr. Melner:

I received the copy of, Eyewitness: The Negro in American History, and I want to express my sincere thanks to you.

I have just had time to read a little of this book, and can tell you that it is very worthwhile, as well as enormously interesting.

Again, thank you for the book and for your well wishes.

Very truly yours,

Henry G. Smith, Jr., Staff Associate
Leadership Development Department

HGS:at

February 7, 1968

-HA 1-1234

Newsweek Magazine
Publicity Department
444 Madison Avenue
New York, New York

Gentlemen:

We are interested in obtaining two copies of ~~transcripts~~ reprints of Newsweek's November 20, 1967 issue, entitled, The Negro in America - What Must Be Done.

To give you a little background, SEDFRE is an independent, non-political organization, whose purpose is to assist local grass roots and civil rights groups by training local leadership, dissemination of information through highly qualified resource persons in specialized areas, such as voting rights, citizenship education, constitutional rights, and many other subjects. We also have a scholarship program for young civil rights and community activists anxious to further their education, but without the financial means to do so. Presently, there are approximately 65 students gaining a college education by means of a SEDFRE scholarship.

Thank you for your cooperation in sending us the material requested.

Very truly yours,

Henry G. Smith, Jr., Staff Associate
Leadership Development Department

HGS:at

Ford

February 20, 1968

Mr. Sanford Jaffe
Executive Director
Governor's Commission on Civil Disorder
State Capitol
Trenton, New Jersey

Dear Sir:

We are interested in obtaining a copy of the full report of your Commission and would appreciate your sending this to us.

Our new address, effective February 26 is:

164 Madison Avenue
New York, New York 10016

Thank you for your cooperation in this matter.

Very truly yours,

Henry G. Smith, Jr., Staff Associate
Leadership Development Department

HGS:at

March 19, 1968

Office of Economic Opportunity
Northeast Region
72 West 45th Street
New York, New York 10036

Gentlemen:

Please send us one hundred (100) copies of the following:

Organizing Communities for Action
Under the 1967 Amendments to the
Economic Opportunity Act
February 1968

Thank you for your cooperation.

Very truly yours,

Ronnie M. Moore
Director, Leadership Development

RMM:at

April 17, 1968

The Cooperative League of the U.S.A.
59 East Van Buren Street
Chicago, Illinois 60605

Gentlemen:

Please send us one copy of,

PRINCIPLES OF COOPERATION - A Discussion Group
Guide - by Emory S. Bogardus

Please send this to us via air mail, special delivery, and bill us. We need this at once for a seminar.

Thank you for your cooperation.

Very truly yours,

A. Teper
Secretary to Mr. R. M. Moore

Rec'd 4/19/68

PRINCIPLES OF COOPERATION

by

Emory S. Bogardus

COOPERATIVE LEAGUE OF THE U. S. A.
WASHINGTON

Problems of Cooperation

A Discussion Group Guide

Emory S. Bogardus
1960

Published by

THE COOPERATIVE LEAGUE OF THE U. S. A.
~~343 S. Dearborn St., Chicago 4, Ill.~~
59 East Van Buren ST.
Chicago, Illinois 60605

April 18, 1968

Scientific Manpower Commission
2101 Constitution Avenue, N.W.
Washington, D. C. 20418

Gentlemen:

Please send us twenty-five (25) copies of:

'67 DRAFT ACT

Our check is enclosed for $3.00.

Very truly yours,

A. Teper
Secretary
Leadership Development Department

enc. - ck. #1956

Rec'd 4/26/68

April 18, 1968

AFL-CIO Committee on Political Education
815 Sixteenth Street, N.W.
Washington, D. C.

Gentlemen:

Please send us 100 reprints of page six, AFL-CIO News, January 13 issue entitled:

General Election Information for 1968

Thank you.

Very truly yours,

A. Teper
Secretary
Leadership Development Department

Rec'd 4/29/68 cs

General Election Information for 1968

	U. S. CONGRESS		GOVERNOR		STATE LEGISLATURE				Final Filing	DEADLINE FOR REGISTRATION		Primary Date	Runoff Primary Date	Presidential Primary
	Elect a Senator	No. of Representatives	Elect	Term	Upper House Elect	Upper House Term	Lower House Elect	Lower House Term		Primary	General Election			
ALABAMA	Yes	8	No	4	None	4	None	4	Mar. 1	April 26	Oct. 25	May 7	June 4	
ALASKA	Yes	1	No	4	10	4	40	2	June 1	No pre-registration in State		Aug. 27		
ARIZONA	Yes	3	Yes	2	30	2	60	2	July 11	July 5	Sept. 23	Sept. 10		
ARKANSAS	Yes	4	Yes	2	Not Yet Decided		100	2	May 1	July 10	Oct. 16	July 30	Aug. 13	
CALIFORNIA	Yes	38	No	4	20	4	80	2	Mar. 22	April 11	Sept. 12	June 4		June 4
COLORADO	Yes	4	No	4	18	4	65	2	July 27	Aug. 21	Oct. 16	Sept. 10		
CONNECTICUT	Yes	6	No	4	36	2	177	2	Nominating Convention	June 14	Oct. 12	8th Wed. after close of Convention		
DELAWARE	No	1	Yes	4	9	4	35	2	Nominating Convention		Oct. 19			
DISTRICT OF COLUMBIA									April 6	Mar. 23	Sept. 21			May 7
FLORIDA	Yes	12	No	4	48	4	119	2	April 2	April 6	Oct. 5	May 7	May 28	May 28
GEORGIA	Yes	10	No	4	54	2	205	2	June 13	July 23	Sept. 16	Sept. 11	Sept. 25	
HAWAII	Yes	2	No	4	13	4	51	2	Sept. 5	Sept. 5	Oct. 15	Oct. 5		
IDAHO	Yes	2	No	4	35	2	70	2	May 7	Aug. 3	Nov. 2	Aug. 6		
ILLINOIS	Yes	24	Yes	4	None	4	177	2	Mar. 11	May 13	Oct. 7	June 11		June 11
INDIANA	Yes	11	Yes	4	25	4	100	2	Mar. 28	April 8	Oct. 7	May 7		May 7
IOWA	Yes	7	Yes	2	31	4	124	2	June 30	Aug. 24	Oct. 26	Sept. 3		
KANSAS	Yes	5	Yes	2	40	4	125	2	June 20	July 16	Oct. 15	Aug. 6		
KENTUCKY	Yes	7	No	4	None	4	None	2	April 3	Mar. 30	Sept. 7	May 28		
LOUISIANA	Yes	8	Yes*	4	39*	4	105*	4	Not Yet Determined	July 17	Oct. 5	Aug. 17	Sept. 28	
MAINE	No	2	No	4	32	2	151	2	April 1	Varies by towns and cities		June 17		
MARYLAND	Yes	8	No	4	None	4	None	4	July 2	Aug. 12	Oct. 7	Sept. 10		
MASSACHUSETTS	No	12	No	4	40	2	240	2	July 30	Aug. 17	Oct. 5	Sept. 17		April 30
MICHIGAN	No	19	No	4	None	4	110	2	June 18	July 5	Oct. 4	Aug. 6		
MINNESOTA	No	8	No	4	None	4	135	2	July 16	Aug. 20	Oct. 15	Sept. 10		
MISSISSIPPI	No	5	No	4	None	4	None	4	April 5	May 4 Jackson & Clay	July 2 Jackson & Clay	June 4	June 25	

MISSOURI	Yes	10	Yes	4	17	4	163	2	April 30	[illegible] County, July 13; other cities over 10,000, July 8	[illegible] County, Oct. 12; other cities over 10,000, Oct. 7	Aug. 6		
MONTANA	No	2	Yes	4	28	4	104	2	April 25	April 25	Sept. 26	June 4		
NEBRASKA	No	3	No	4	Unicameral Elect 25		4-Yr. Term		Mar. 15	May 3	Oct. 25	May 14		May 14
NEVADA	Yes	1	No	4	10	4	40	2	July 17	July 20	Sept. 28	Sept. 3		
NEW HAMPSHIRE	Yes	2	Yes	2	24	2	400	2	July 25	Towns over 4,500, Sept. 3; Cities, Aug. 31	Towns over 4,500, Oct. 29; Cities, Oct. 26	Sept. 10		Mar. 12
NEW JERSEY	No	15	No	4	None	4	None	2	April 25	April 25	Sept. 26	June 4		June 4
NEW MEXICO	No	2	Yes	2	None	4 & 6 Yrs.	70	2	July 2	July 29	Oct. 7	Aug. 27		
NEW YORK	Yes	41	No	4	57	2	150	2	May 14	Varies by location		June 18		
NORTH CAROLINA	Yes	11	Yes	4	50	2	120	2	Feb. 23	April 20	Oct. 26	May 4	June 1	
NORTH DAKOTA	Yes	2	Yes	4	23	4	98	2	July 25	Registration not required		Sept. 3		
OHIO	Yes	24	No	4	16**	4	99**	2	Feb. 7	Mar. 27	Sept. 25	May 7		May 7
OKLAHOMA	Yes	6	No	4	24	4	99	2	July 10	Aug. 16	Oct. 25	Aug. 27	Sept. 17	
OREGON	Yes	4	No	4	16	4	60	2	Mar. 19	April 27	Oct. 5	May 28		May 28
PENNSYLVANIA	Yes	27	No	4	25	4	203	2	Feb. 13	Mar. 4	Sept. 16	April 23		April 23
RHODE ISLAND	No	2	Yes	2	50**	2	100	2	June 29**	July 12	Sept. 6	Sept. 10		
SOUTH CAROLINA	Yes	6	No	4	25**	4	124	2	3rd Tuesday following State Convention	May 11	Oct. 5	June 11	June 25	
SOUTH DAKOTA	Yes	2	Yes	2	35	2	75	2	April 20	May 15	Oct. 16	June 4		June 4
TENNESSEE	No	9	No	4	33	2	99	2	June 3	July 1	Oct. 5	Aug. 1		
TEXAS	No	23	Yes	2	15	4	150	2	Feb. 5	Jan. 31	Jan. 31	May 4	June 1	
UTAH	Yes	2	Yes	4	14	2	69	2	May 10	Aug. 27	Oct. 30	Sept. 10		
VERMONT	Yes	1	Yes	2	30	2	150	2	Aug. 1	Sept. 7	Nov. 2	Sept. 10		
VIRGINIA	No	10	No	4	None	4	None	2	April 10	June 8	Oct. 5	July 9	Aug. 13	
WASHINGTON	Yes	7	Yes	4	25	4	99	2	Aug. 2	Aug. 17	Oct. 5	Sept. 17		
WEST VIRGINIA	No	5	Yes	4	28	4	100	2	Feb. 5	April 13	Oct. 12	May 14		May 14
WISCONSIN	Yes	10	Yes	2	16	4	100	2	July 9	Milwaukee, Aug. 21; Others Aug. 28	Milwaukee, Oct. 16; Others, Oct. 23	Sept. 10		April 2
WYOMING	No	1	No	4	15	4	61	2	July 11	Aug. 5	Oct. 21	Aug. 20		

[illegible] last regular [illegible] State Legislature convenes, February to 1951.
** Subject to change by Constitutional Convention legislature or court action.

AFL-CIO Committee On Political Education

WASHINGTON D. C.

May 29, 1968

University Of Pennsylvania
Pittsburgh
Pennsylvania 19104

Dear Sirs:

I understand that there is a program on Urban Organization, I would like to receive a catalog describing the program, for its accredation.

Will you admit persons into the program without Bachelor Degrees?

Sincerely,

Ronnie Mr. Moore, Director
Leadership Development Department

RMM:lb

CBS REPORTS...on HUNGER IN AMERICA, Tuesday, May 21st.

This hour-long color TV documentary (10 p.m. EST) shows the daily crises of more than 10 million people of our nation who cannot find enough to eat. It analyzes the problem of hunger and malnutrition in human terms and is national in scope.
SET TUESDAY, MAY 21, 1968 ASIDE..ASK FRIENDS TO WATCH
Write of your reactions to Sen. Joseph Clark and Rep. Carl Perkins, chairmen of two committees beginning hunger hearings that week in the Senate and House.

Also---- Quoted in TIME magazine May 17th, HUNGER, USA, the nationally-headlined citizens' report identifying emergency hunger counties and recommending both Administrative and Congressional action is now available at $3 per copy (large discount for bulk order) from the address below.

order 3 copies

CITIZENS' BOARD OF INQUIRY INTO HUNGER & MALNUTRITION
IN THE UNITED STATES
2027 Mass. Ave., N.W. Washington, D.C. 20036
Tel.202/234-3645

MAY 27 1968

June 25, 1968

Citizens' Board Of Inquiry Into Hunger
& Malnutrition In The United States
2027 Massachusetts Avenue N.W.
Washington, D.C. 20036

Dear Sirs:

Please send us three copies of the following:

Hunger, USA

Please bill us for same, at the rate of $3.00 per copy.

Sincerely,

Laree Bell, Secretary
Leadership Development Dept.



10038-MOORO-707429 M
MR. RONNIE MOORE
EDUC & DEFENSE FUND
150 NASSAU ST
NEW YORK NY 10038

164 Madison Ave
10016

July 1, 1968

Department of State
Agency for International Development
Washington, D.C. 20

Gentlement

Kindly send us 100 copies of Leader Training for Aided Self-Help Housing.

Thank you.

Sincerely,

Ronnie M. Moore
Director, Leadership Development

July 1, 1968

Office Of Economic Opportunity
Information Center
Executive Office of the President
Washington, D.C. 20506

Gentlement

Xindly send us 100 copies of the latest edition of Catalog of Federal Programs for Individual and Community Improvement.

Thank you.

Sincerely,

Ronnie M. Moore
Director, Leadership Development

RMM:lb

SCHOLARSHIP,
EDUCATION AND
DEFENSE
FUND FOR
RACIAL EQUALITY inc.
164 MADISON AVENUE
NEW YORK, N.Y. 10016
(212) 532-8216

July 1, 1968

Superintendent of Documents
U.S. Government Printing Office
Washington, D.C. 20402

Gentlemen:

Kindly send us 100 copies of the latest edition of Hand book on Programs of the U.S. Department of Health, Education and Welfare.

Kindly bill us for the amount due.

Sincerely,

FS 1.2: H34/10

Programs and Services,
U S Department of HEW — $2.00 a copy
Sept 1966

Ronnie M. Moore
Director, Leadership Development

RMM:lb

We got this

Contributions are deductible for income tax purposes

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August 1, 1968

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Scholarship, Ed. & Def.
Fund for Racial Equality, Inc.
[illegible] Madison Ave.
[illegible], N.Y. 10016

Gentlemen:

On looking over our records, we find that your invoice for literature is still outstanding. We are sure that this is an oversight, and that upon being reminded you will immediately send us either your check or cash or postage to cover the amount due.

If you find, however, that our records are incorrect, kindly let us know and we will be happy to make an adjustment.

We look forward to hearing from you.

Sincerely,

BOOKKEEPING DEPARTMENT

opeiu 153

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Our invoice # [illegible]

Amount due $ 9.20

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Scholarship, Education & Defense
Fund for Racial Equality,Inc.
164 Madison Ave.
NYC 10016

Dear Sirs,

Many of the pamphlets you ordered some time ago were out of print. They have been reprinted except for "The Age of Automation" and "The Economics of Equality". You are welcome to reorder the pamphlets that are back in print.

Sincerely,

Yvonne Neiman

Yvonne Neiman
Lit.Dept.

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August 21, 1968

Leadership Resources, Inc.
1750 Pennsylvania Avenue N.W.
Washington, D.C.

Gentlemen:

Please send me C.O.D. the Leadership Resources, Inc., series entitled "Looking Into Leadership Series."

Sincerely,

Ronnie M. Moore
Director, Leadership Development

RMM:lb

August 22, 1968

League For Industrial Democracy
112 East 19th Street
New York, N.Y. 10003

Attention: Bookeeping Department

Dear Sirs:

Enclosed please find copy of invoice #M.8900, dated 4/22/68 in the amount of $9.20, and copies of letters dated August 1, 1968, asking for payment, and letter of August 15, 1968 confirming the fact that we never received the pamphlets and books for which we were billed.

At this time I would like to cancel that order.

Thanking you in advance for your usual fine cooperation.

Sincerely,

Laree Bell, Secretary
Leadership Development Department

League for Industrial Democracy, Inc.

112 East 19th Street New York 3, N. Y.
Phone: ALgonquin 4-5865

Invoice No. M 8900
Purchase Order No. .....
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1	Norman Thomas: A Biography		1.00
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161 Madison Ave.
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League for Industrial Democracy, Inc.

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Number	ITEM	Unit	Extension
1	American Power in the Twentieth Century		.50
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1	The American Ultras		.75
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August 23, 1968

Scholarship, Education & Defense
Fund for Racial Equality, Inc.
164 Madison Ave.
N.Y., N.Y. 10016

Att: Bookkeeping Dept.

Gentlemen:

In reference to your 8-22-68 letter please note that we did not bill you for the "out of print" pamphlets and bookd.

Please pay for the pamphlets, papers or bookd that you had received.

Therefore, if you had received none of them - a case of "lost in the mail"- please disregard the invoice and please be kind to advise us.

Thank you,

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Bookkeeper.

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September 25, 1968

Mr. David B. Kent, Jr.
Lincoln University
Lincoln University, Pennsylvania
19352

Dear Mr. Kent:

We have received a memorandum regarding the availability of a mimeographed report of the Hune NAAAE Conference held in Chicago this year.

Would you please send one copy to us and bill us for same.

Sincerely,

Ronnie M. Moore
Director
Leadership Development

pk

AUG 2 9 1968

order

NATIONAL ASSOCIATION OF AFRO-AMERICAN EDUCATORS

Preston Wilcox, Chairman
440 Riverside Drive, #101
New York, N. Y. 10027

The reports of the workshops from the first Conference of the NAAAE, held in Chicago between June 6 and June 8, 1968, are now available in mimeographed form. The report contains 75 pages. It can be obtained by sending $1.00 to David B. Kent, Jr., Lincoln University, Lincoln University, Pa. 19352. Please make your remittance payable to the "NAAAE".

forgmn information

AUG 29 1968

440 Riverside Drive #101
New York, N. Y. 10027
August 27, 1968

Mr. David R. Hunter
Executive Director
Stern Family Fund
21 East 40th Street
New York, N. Y. 10016

Dear Dave,

I think that I have found a partial solution to the problem which I raised with you - my need for a base of operations which would provide me with easy access to an understanding to the Black and poor conditions and the supportive mechanisms - secretarial and administrative - to allow me to function in the outside world.

I have been asked to serve as Director of Planning of the IS 201 Community Education Center - a Title III notion for which the IS 201 Governing Board is now seeking funds for planning. The IS 201 office is now located in 103 East 125th St., New York, NY, 10035, 8th floor. The CEC office will also be located in that building. I would like to locate my office in that building also.

Since I last saw you I have moved towards the establishment of a consultation firm - which will engage itself in consultation, research and evaluation, training, distribution of materials and in the establishment of an Action Library.

A third lever is my recent designation as Chairman, National Association of Afro-American Educators. That organization will soon take on the responsibility for a secretary and office rental and supplies. It will provide me with a steady source of information about the Black nation.

Other involvements are too numerous to mention but my effectiveness would be enhanced by the provision of back-up services..

What I would like for Stern, etc. to consider is the following:

(a) to provide me with a base salary of $25,000 or the difference between what the CEC is able to pay me and $25,000 for three (3) years.
(b) to provide me with a salary for a "Girl Friday" - not a clerk-typist, but an administrative assistant.
(c) to provide me with the necessary office equipment - desks, typewriters, Xerox, etc.
(d) to provide me with the salary for a clerk-typist - and turn me loose in the IS 201 Complex as a microcosm and the nation as a macrocosm.

I have a feeling that I have a peculiar and particular role to play in the readjustment of relationships between the dominant and the minority groups, in identifying the strategies for plura-

lizing the democracy, and in sensitizing others in the nation to the painful redistribution of power and resources.

It's a minor role - and not one that will see its goals achieved in my lifetime - but one which is worth starting now.

What I would like to be asked to do by Stern, etc. would be to submit a three year budget with a projection for phasing out the pocket of Stern, etc. into another, hopefully self-supporting, alternative.

My interest in the IS 201 Complex area is in measuring the impact of sustained technical and distress assistance over a period of years to a small area in which the local leaders are turned loose through technical assistance - rather than tied down by its complexities. Efforts will be undertaken in economic development, the development of local problem-solving mechanisms and a re-structuring of the relationships between branch services - public and private - and the local community. Social work students, neighborhood workers, local professionals and indigenous organizations will be brought together around locally-relevant issues and provided hopefully with the staff assistance to extend their competence to the community.

The staff assistance equation stems from an idea I have of employing "floating professionals" for short-term developmental or research tasks, the building in and development of local competence and the development of local on-going training opportunities such as:

(a) teaching a class of teachers from NYU, etc. in East Harlem - one day per week
(b) teaching a class in community organization in East Harlem - one day per week

----with the respective schools providing the credentials, grades, clerical work, etc. Each student would have a local counterpart; the counterpart would also obtain credit etc.

I have a vague feeling that Columbia might want to spend some of its funds in this way also. The above model would be an excellent one for training local board members of IS 201, etc.

Your reactions will be greatly appreciated. Regards to your wife.

Yours in creating resources,

Preston Wilcox

PW/kw

September 25, 1968

NTL Institute for Applied Behavioral Science
1201 Sixteenth Street, N.W.
Washington, D. C. 20036

Gentlemen:

Please send one copy of Citizen Participation In Urban Development, Volume I, and bill us for same.

Sincerely,

Ronnie M. Moore
Director
Leadership Development

pk

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from the editor's introduction to

CITIZEN PARTICIPATION

IN URBAN DEVELOPMENT

Volume I - Concepts and Issues

A unique collection of thought and opinion on an increasingly crucial social issue:

"...City dwellers are demanding to be heard. They want in -- they want to help control -- not only indirectly through their elected representatives in the councils of central government, but also on the block and neighborhood level...

"...The undeniable fact is that the poor and the have-nots have been largely excluded from the charting of the urban environment and only recently has their quest for co-determination gained a measure of legitimization...

"...citizens actively involved in committees and action programs will not, themselves, succeed in reshaping the run-down central cities of America into attractive and creative areas, free from poverty and contempt... A strong case could be made, however, that citizen participation, even more so than housing subsidies, new jobs, or rat control, is basic to helping people tackle a variety of community and individual problems. Citizen participation is the process that can meaningfully tie programs to people..."

Hans B. C. Spiegel
Associate Professor of Urban Planning
Institute of Urban Environment
Columbia University

Citizen Participation in Urban Development brings together 15 varied presentations of theory and opinion to answer the question: "What is citizen participation all about?" Its contributions range from an overview of writings on the topic, through research papers and opinions by and about Saul Alinsky, to an excerpt from a congressional hearing on urban affairs. (Table of contents on other side.)

The book should be of interest to all action leaders, students, and laymen concerned with America's urban life.

291 pages, paper. Single copies $3.95. Use enclosed form to order.

TABLE OF CONTENTS

Section I. An Overview

THE MANY FACES OF CITIZEN PARTICIPATION: A BIBLIOGRAPHIC OVERVIEW by Hans B.C. Spiegel and Stephen D. Mittenthal

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ARGUMENTS FOR AND AGAINST CITIZEN PARTICIPATION IN URBAN RENEWAL by Harold Goldblatt

PLANNING AND POLITICS: CITIZEN PARTICIPATION IN URBAN RENEWAL by James Q. Wilson

THE DILEMMA OF CITIZEN PARTICIPATION by Robert C. Seaver

Section III. The Anti-Poverty Program

SELECTION OF INDIGENOUS LEADERSHIP by Louis A. Zurcher

PARTICIPATION OF RESIDENTS IN NEIGHBORHOOD COMMUNITY-ACTION PROGRAMS by Frances F. Piven

THE VOICE OF THE PEOPLE by Peter Marris and Martin Rein

Section IV. Alinsky

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SAUL ALINSKY AND HIS CRITICS by Stephen C. Rose

THE CHURCH AND NEIGHBORHOOD COMMUNITY ORGANIZATION by Thomas D. Sherrard and Richard C. Murray

Section V. Implications for Community Processes

CITIZEN PARTICIPATION by Edgar S. and Jean Camper Cahn

ARE THE POOR CAPABLE OF PLANNING FOR THEMSELVES? by Harold C. Edelston and Ferne K. Kolodner

COMMUNITY STATUS AS A DIMENSION OF LOCAL DECISION MAKING by Robert L. Crain and Donald B. Rosenthal.

HOW MUCH NEIGHBORHOOD CONTROL? Hearings, Subcommittee on Urban Affairs, Joint Economic Committee, United States Congress.

September 25, 1968

NTL Institute for Applied Behavioral Science
Associated with the National Education Assoc.
1201 Sixteenth Street, N.W.
Washington, D. C. 20036

Gentlemen:

Please send one copy of the"Handbook of Staff Development and Human Relations Training: Materials Developed for Use in Africa", by Donald Nylen, J. Robert Mitchell, and Anthony Stout ($4.00) to the above address and bill us for same.

Sincerely,

Ronnie M. Moore
Director
Leadership Development

pk

grams, Donald Nylen, J. Robert Mitchell, and Anthony Stout have compiled a *Handbook of Staff Development and Human Relations Training: Materials Developed for Use in Africa (Revised and Expanded Edition)*.

The book presents lecture materials on topics such as "Perceptions, Expectations, and Roles," "Changing and Planned Change," and "The Helping Relationship," but it is largely given over to descriptions of training exercises—in each instance including the objectives, materials and setting, method of development, and discussion. Where appropriate, time schedules and specific case materials are also provided. Two final chapters on "The Trainer and His Work" discuss assumptions underlying the trainer role and specific training issues. Although it was prepared in relation to work in Africa (on a Ford Foundation-financed program), the *Handbook* has universal application. (309 pp., $4.00)

A Survey of Research on Human Relations Training

"Problems in the Design and Interpretation of Research on Human Relations Training" by Roger Harrison, and "A Bibliography of Research" by Lewis Durham, Jack R. Gibb, and Eric S. Knowles, are presented together as Numbers 1 and 2 for 1967 in the NTL-IABS series, *Explorations in Human Relations Training and Research*.

Harrison points out that both researchers and "administrators and practitioners who may base important action decisions on the findings of research" need guidelines to aid them. His review of the problems in evaluating human relations training is addressed to both groups.

The bibliography by Knowles annotates 52 studies on human relations training reported since 1960. Added to the Durham and Gibb annotation of studies conducted between 1947 and 1960, which is reprinted here, this becomes the most definitive available bibliography of research on human relations training. (43 pp., spiral bound, $2.50)

NTL-IABS, news and reports, a bulletin for NTL's Fellows and Associates, Affiliates, alumni, and friends, will be published six times a year. Readers are invited to submit items for publication and names of others who may wish to receive this newsletter.

COPED's Books on Educational Change

Concepts for Social Change and *Change in School Systems,* published by NTL-IABS for COPED—the Cooperative Project for Educational Development—present basic issues in organizational change and the application of change theory and methodology to the public schools. Edited by Goodwin Watson, the books contain papers by Ronald Lippitt, Herbert Thelen, Matthew Miles, and Goodwin Watson, among others. (88 and 115 pp., respectively. Each $2.50; both ordered together, $4.50)

The publications described here can be ordered from NTL-IABS.

LABORATORY TRAINING FOR PRESIDENTS' SECRETARIES

This September has seen the introduction of a new NTL-IABS training program—a Secretaries' Laboratory, organized in response to requests from the secretaries of executives attending the Presidents' Conferences on Human Behavior and the Key Executive Conferences—both NTL-IABS programs offered several times a year. The secretaries asked for a laboratory experience paralleling their bosses' training program, but with a special focus on the role and relationship issues involved in the secretary's job.

The one-week laboratory, limited to an enrollment of 24, was held at the NTL-IABS Conference Center in Bethel, Maine, September 24-30. Participants came from a wide variety of companies and organizations. Among them were McCrory Corporation, Hotel Corporation of America, TRW Systems, Union Carbide Corporation, Lesley College, and Arthur D. Little, Inc.

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NEWS AND REPORTS
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1201 Sixteenth Street, N. W., Washington, D. C. 20036

Order Handbook (See inside Round Table

OCT 27 1967

A LOOK INTO THE FUTURE

(adapted from remarks by Leland P. Bradford, executive director of NTL-IABS, at the celebration of the founding of the new Institute, June 1967)

At the beginning of NTL in 1947, beliefs and dreams led us forward. It seems appropriate, as we launch the new NTL Institute for Applied Behavioral Science, to dream once more; for it is out of dreams that reality is built.

The next two decades will bring ever-increasing trust and dependence by major organizations—in business and industry, government, social and community affairs, and education—on the application of behavioral science for organizational growth and renewal. This is already apparent in present NTL-IABS contracts with various organizations. One of NTL's unique contributions has been to increase steadily the trust and sound working relations between behavioral scientists and major organizations. NTL has been a bridge providing incentive and means for behavioral scientists to venture into the world of action. Unless such ventures are stimulated, behavioral science will have little influence on world affairs.

NTL's *Center for Organization Studies*, as well as the *Center for Community Affairs*, the *Center for the Development of Educational Leadership*, and the emerging centers for international training and for health services leadership, will be driving forces in creating working relationships between major organizations and behavioral scientists. As trust and interdependence develop, more and more behavioral scientists will be encouraged to spend some of their energies in application.

NTL-IABS's network of behavioral scientists now numbers 250 persons, and by 1970 it may number nearly 1,000. Rapid growth in the network, through NTL-IABS's intern program and the efforts of university centers, is being matched by very rapid growth in the training of practitioners in many fields in consultation skills, in serving as change agents, and in carrying on experience-based training. The trend toward maximum spread of influence will also bring a very rapid increase in the training of "inside" change agents—persons to help their organizations diagnose human problems of organizational significance, to reinforce and continue activities initiated by outside change agents, to assist decision makers in assessing the behavioral consequences of their decisions. The proliferation of "inside" change agents can become a major force toward effective use of behavioral science knowledge in human problem solving.

NTL has always been a national organization in the spread of its consultation network, in the influence of network members on programs and policy, and in the dissemination of its accumulated knowledge. Current trends will lead the Institute toward a national program based on regional relationships. Adjunct staff members, located in universities and serving both the universities and the NTL Institute, will set one pattern for regional relationships, and the impending merger uniting NTL-IABS and the Midwest Group for Human Resources will set another.

The Problem Explosion

These foreseeable developments lead me to dream that the Institute will have an important role to play in the quiet, constructive revolutions needed in so many areas of our social scene. We speak of the knowledge explosion and the population explosion, but I should like to focus our energies on the *problem explosion*. Major social and organizational problems emerge faster than our present problem-solving methods can cope with them. It takes little imagination and only brief scanning of the daily newspapers to recognize that old ways of coping scarcely dent modern problems and may actually compound them. I dream therefore that the new Institute will grow rapidly in its ability and spread widely in its efforts to help bring communication to an open level where problems can be adequately diagnosed and human barriers to successful human solutions can be faced and reduced.

I dream that the Institute can have significant impact on the core problems of our day, particularly in urban areas—problems of poverty, racial strife, overpopulation, inadequate long-range planning. Through the *Center for Community Affairs*, the Institute's processes of learning and problem solving are already being brought to bear on the complex realities of urban life. My hope is that they will make a major contribution to the revitalization of our cities.

There is ferment now throughout much of America's education enterprise, but unfortunately there is little tradition for the kind of productive social experimentation that is needed to guide this ferment toward desirable growth. Can we dream that the Institute will be instrumental in bringing about new forms and relationships in education: vital classrooms in which students and teachers at every educational level, forming cohesive and dynamic groups, engage together in the learning process; collaborative relationships between administration and the classroom, to build organizations that enlarge the creative capacities of their members; trust, leading to active, productive exchange between an institution for learning and the citizenry and the larger group of professionals who comprise its community?

The unrelenting problems of mental health and the organization and administration of health services are another focal area of social need. The relevance of NTL's approaches to this area of concern has been demonstrated in past projects and in the numbers of health service personnel who have participated in NTL training programs. I would dream of the early development of a *Center for Health Services Leadership* to bring behavioral scientist-practitioner collaboration to bear on the knotty problems of primary prevention and on the interpersonal, interdisciplinary, and organizational aspects of both in-patient and out-patient care.

Beyond these more reality-based hopes lie my dreams of what the new NTL Institute could come to mean in the world. Our government has from time immemorial been a subject of criticism and abuse, often to the point of forcing agencies to seek mediocrity rather than to take a chance. There is no doubt that the quiet revolution I have mentioned can gradually help to bring more effectiveness out of the hugeness of government. If NTL-IABS can be successful, as NTL has been, in helping industrial and social organizations improve their communications, problem solving, and decision making, then it should be equally successful in working with governmental systems at top levels.

I have long dreamed of an International Training Center, a residential facility near Washington, where persons taking foreign assignments—for government, industry, religion, or other social organizations—would not merely learn about cultural shock but would have an opportunity to experience their own reaction to shock and to learn how to cope with differences. Those coming to this country for study would have opportunities for training in groups with Americans to help them discover and work through their latent feelings about America.

But the major dream for this Center would be that it would come to have influence on the management and resolution of international conflict. Work is going on in universities here and abroad on the causes and resolution of conflict. What may be most needed is the development of change models in the area of conflict management and ways to influence those in decision-making positions to use such models.

There are so many possible dreams that perhaps it is best here to encourage all of us to dream and to work hard toward turning our dreams into realities. It is only through a combination of dreaming and working toward reality by all who care that the basic purposes and processes of NTL-IABS can be secured.

ADDITIONAL STAFF FOR NTL-IABS

With the addition of Dick Albertson, Ray Gibbons, Sam Culbert, and Don Klein, the NTL-IABS professional staff now numbers 20.

Richard Albertson came to NTL in 1965 on a year's loan from the Washington Education Association in Seattle to work on projects with the NEA and state education associations. He returned to the Northwest as director of training programs for the WEA and school systems on the West Coast and now rejoins NTL-IABS in the *Center for the Development of Educational Leadership*.

R. E. Gibbons, C.P.A., formerly with the Pepsi-Cola Bottling Company of Washington, D. C., joined NTL-IABS last spring and made highly valued contributions to the legal and financial aspects of the inception of the NTL Institute. As controller, Ray is in charge of general financial administration, and he will advise the staff on contract negotiation and all financial matters.

Dr. Samuel Culbert, a clinical psychologist and 1966 behavioral science intern, comes to NTL-IABS from UCLA, where he was assistant professor in business administration. Sam's activities will include working on research, intern programs, programs of professional development for NTL's network of consultants, and general consultation.

Dr. Donald Klein joins NTL's *Center for Community Affairs* after five years as director of the Human Relations Center and associate professor of psychology at Boston University. For ten years before that he was engaged in the planning and implementation of a comprehensive community mental health research and demonstration program as executive director of the Human Relations Service in Wellesley, Massachusetts.

* * * * *

And one staff member is leaving . . .

Dr. Roger Harrison will devote full time to private practice in organizational development, training and education design. Roger Harrison is located at 817 Sixth Street, S.W., Washington, D.C. 20024.

LEADERSHIP TRAINING FOR CLASSROOM TEACHERS

"An incredible success" was the evaluation by Margaret Stevenson, executive secretary of the Association of Classroom Teachers, NEA, of NTL-IABS's Leadership Conference held in Bemidji, Minnesota, last July.

During the first week of the two-week conference, several members of the NTL Institute staff trained 30 conference participants as small-group discussion leaders and worked with them to plan the leadership seminars for the second week of the conference, titled "The Professional Leadership Laboratory." During the second week, each of the 285 participants attended one of the two seminars—Problem-Solving Techniques for the Classroom and Problem-Solving Techniques for Organizational Growth and Development of Professional Associations.

As a result of the success of these seminars, the Association of Classroom Teachers will devote this fall's Board Meeting to leadership training, and all of the six ACT regional conferences will be leadership training conferences, planned and conducted by local participants with the guidance of NTL-IABS's *Center for the Development of Educational Leadership.*

BRIDGTON ACADEMY TAKES BETHEL OVERFLOW

Two laboratories in July—a Human Relations Laboratory and the new Consultation Skills Laboratory for alumni—and two laboratories in August—a Human Relations Laboratory and a Laboratory for Educational Leaders—were held at the Bridgton Academy (for high school boys) in North Bridgton, Maine, 25 miles from Bethel.

The hillside campus, three miles from the resort town of Bridgton and within walking distance of a delightful beach on Long Lake, featured several historic, white frame buildings, two new brick dormitories, and a very modern new classroom building.

"Old-timer" staff members who bought and put up shower curtains in the "Women's dormitory" likened the site to the early days of Bethel, where the settling-in process helped bring people closer and in many ways added to the significance of the training experience.

THIS SUMMER'S STATISTICS

Twelve training laboratories and four special intern programs brought over 1,000 participants to Bethel and Bridgton this summer—almost 300 more than last year—making this the largest summer enrollment ever. NTL-IABS summer laboratories in California and Utah also hit peaks—over 200 participants in Utah; 116 in California.

Programs for participants' families also attracted record numbers. The day camp and the 'teen programs were unable to accommodate all those who applied, and a total of 57 wives participated in the Wives' Human Relations Workshops. In all, nearly 300 family members participated in training programs.

TWO *NEW* MANAGEMENT TRAINING PROGRAMS FOR ALUMNI

The NTL Institute's *Center for Organization Studies* has announced two alumni programs in its schedule for 1967-68. *The Conference in Group Decision Making,* to be held at Fort Lauderdale, Florida, December 3-9, will combine T-Group and instrumented training methods in a program especially designed to extend the participants' skills in decision-making processes.

The Conference on Conflict Management, to be held at Clearwater, Florida, January 21-27, will emphasize the dynamics of conflict situations and effective ways of handling them in an organizational setting.

These two programs, for persons with previous laboratory training experience, are described in the Organization Studies Center brochure, which is available on request from NTL-IABS.

NEW PUBLICATIONS

A Training Handbook

Drawing on seven years of consulting and training activities in Africa and on the wealth of training ideas and materials first tested in NTL-IABS pro-

grams, Donald Nylen, J. Robert Mitchell, and Anthony Stout have compiled a *Handbook of Staff Development and Human Relations Training: Materials Developed for Use in Africa (Revised and Expanded Edition)*.

The book presents lecture materials on topics such as "Perceptions, Expectations, and Roles," "Changing and Planned Change," and "The Helping Relationship," but it is largely given over to descriptions of training exercises—in each instance including the objectives, materials and setting, method of development, and discussion. Where appropriate, time schedules and specific case materials are also provided. Two final chapters on "The Trainer and His Work" discuss assumptions underlying the trainer role and specific training issues. Although it was prepared in relation to work in Africa (on a Ford Foundation-financed program), the *Handbook* has universal application. (309 pp., $4.00)

A Survey of Research on Human Relations Training

"Problems in the Design and Interpretation of Research on Human Relations Training" by Roger Harrison, and "A Bibliography of Research" by Lewis Durham, Jack R. Gibb, and Eric S. Knowles, are presented together as Numbers 1 and 2 for 1967 in the NTL-IABS series, *Explorations in Human Relations Training and Research*.

Harrison points out that both researchers and "administrators and practitioners who may base important action decisions on the findings of research" need guidelines to aid them. His review of the problems in evaluating human relations training is addressed to both groups.

The bibliography by Knowles annotates 52 studies on human relations training reported since 1960. Added to the Durham and Gibb annotation of studies conducted between 1947 and 1960, which is reprinted here, this becomes the most definitive available bibliography of research on human relations training. (43 pp., spiral bound, $2.50)

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RONNIE M MOORE
150 NASSAU ST
NEW YORK N Y 10038

September 27, 1968

Mr. Bruce S. Gelb, President
Clairol
1290 Avenue of the Americas
New York, New York

Dear Mr. Gelb:

We have a copy of your address, "The Power of Black Thinking", delivered before the Emergency Convocation On Urban Distress at the Concord Baptist Church, Bedford-Stuyvesant on June 18, 1968.

We would like to order 300 copies for our organization. Could you fill the order and bill us, or if not, let us know where we can order the copies.

Thank you very much.

Ronnie M. Moore
Director
Leadership Development

pk

pk

Ronnie M. Moore
Director, Leadership Dept.

"The Power of Black Thinking"

An address by
Bruce S. Gelb,
President of Clairol
Before
The Emergency Convocation On Urban Distress
Concord Baptist Church,
Bedford-Stuyvesant, Brooklyn, N.Y.

Order 300 copies

1290 Avenue of the Americas
NYC

"The Power of Black Thinking"

by Bruce S. Gelb

Thank you very much ladies and gentlemen. I've been sitting here trying to figure out just exactly why I was here and not the president of General Motors, or the president of the building trades union, or somebody who could speak in a big gun voice to the entire United States. My voice, as president of Clairol, which is a division of a good sized American company, is still a small voice in this country. My guess is that there are some who could be doing this job a lot better than I'm going to do it today.

First of all, I start thinking about baseball and what happens when you get up with three strikes against you.... Boy I've got 'em! Number one, I'm over thirty! That means nobody who's important really trusts me. (They probably don't trust *you* too much, either, if *you're* over thirty.) Number two, I've got a tie on, and nobody where I've been during the last few days trusts anybody who's wearing a tie or a collar, or can put more than five or ten dollars together at one time.

Number three, and this means I'm in really serious trouble—I'm a businessman and nobody trusts a businessman, at least, one who's making a profit! So, if you don't mind, and I'm not doing it for histrionics or anything like that... I'm going to take off my jacket and tie and tell you honestly what our company and what a lot of companies in this country feel today.

They feel deeply and seriously, and they do have a lot of motives for that feeling. They've got a motive of fear and they've got a motive of love and they've got a motive of profit and they've got a motive of survival as well.

I want to thank you for allowing me to come here because it does show that you've got some faith and some confidence in me, and in the company that I represent. I want also to tell you that this group represents people who have a set of insights and perspectives that help me, personally, to understand some of the real issues that are so vitally important in this country.

If you haven't guessed it already, let me state very clearly that I'm in basic agreement with the goals of this meeting and the feelings of most of the people here. That's something that I probably couldn't have said as little as two or three years ago, in spite of what I've always felt was a pretty good set of racial attitudes. I, like so many other people that you've come to know and help, used to believe that all people were

alike and therefore, all people were to be treated equally all the time.

I, like so many others, used to think that the best favor that I could do a black man was, first of all, not to call him black. And then, to help him in every possible way to act—and look—and be—just like me.

Certainly, "equity" and "empowerment" were two words that I couldn't have used comfortably a year ago. And by the way, let me make it clear—when I talk about equity, I'm talking about ownership of apartments, ownership of homes, ownership of businesses, as well as equitable treatment for all people. "Black Power" was a term that very frankly filled me with dread, as I'm sure it did some of you when it was first articulated.

But I can react to these words now and I can use them because I think I understand them. I understand them because I've benefited in a small way from *the power of black thinking*.

Black thinking is something that was introduced into my company a number of years ago by my brother Richard, who at that time was president of Clairol. He's now president of Bristol-Myers. He initiated a program for intelligently meeting marketing needs and other objectives within the black community. The basis for this program was our own understanding that we would never find the proper approach without the help of black people.

Of course, we already had what was considered to be a good percentage of black people working for us in important areas throughout our company. But they had been hired simply to do a particular job... not to help us enlarge our understanding of the total situation. What we needed now was someone to help us define the *total problem* and then to develop programs within the company that our entire corporation could follow.

We chose a man with a long-standing record as a human rights activist. He was an experienced and capable businessman with excellent skills and educational background, but he was also a man who understood his blackness and felt keenly about its value. He was a man who just wasn't always going to agree with our point of view. He was someone who we knew could add black perspective to our thinking. In the short time he's been with our company, this man has changed the basic attitudes of hundreds of people within our organization and within the community that we serve.

He's helped us to learn that all people are *not* alike in this country and he's helped us to learn *why*. He's helped us to recognize the terrible artificial barriers set up by the white community since the days of slavery and to understand our responsibility to use all possible resources to help establish a system of equity for everyone.

As the Governor of this state, Nelson Rockefeller, has said, so often:

"The guarantee of equality is not enough. There are those who are way behind in terms of opportunity and we've got to give special emphasis, not only to the equality of this opportunity but to help them catch up to the years, the generations which have been lost to them."

This understanding has made it possible for us to hire other black thinkers in areas throughout our company – in personnel, labor relations, management and sales and other creative fields. We've learned that we simply cannot judge black people by the same set of standards that we used before. We are using compensative material and compensative criteria for hiring and training black employees throughout all the Bristol-Myers companies. We try to carry this thinking even into our community activities.

We've encouraged black sponsorship of cooperatively owned housing in one city . . . and in the same city, we've even helped with the establishment and development of an organization representing hundreds of people in the area. It's called the Empowerment Organization of Greater Stamford. And it's dedicated to helping achieve a reasonable measure of equity for all citizens in the greater Stamford area. And we simply couldn't have done that without *the power of black thinking* in our company.

But in some ways what Bristol-Myers is doing is minor, compared to what many of the major companies in our country are doing today. Whitney

Young emphasized these activities recently in a speech before a group of some of the nation's leading businessmen. The Wall Street Journal, just last week, reported favorably on what dozens of large companies are doing. All of this reflects the business community's new understanding of the twofold root of this problem.

First, as long as millions of Americans are economically non-productive, the total society must suffer. And secondly, as long as these millions find it impossible to fulfill their own potential as people, our nation suffers a human loss that we can afford even less. Put it in simple self-interest terms... if you want to... business now recognizes that by attacking this two fold problem forcefully we can increase our Gross National Product by a solid 10% within three years. And in my terms that's just a statistic. That's the smallest part of it.

No percentages can measure how our country will gain by providing these millions of people with a fuller, more productive and more satisfying life. And I see it starting to work.

I was in Bedford Stuyvesant and on the Lower East Side of New York yesterday and what I saw really opened my eyes. Among other things, I had the privilege of meeting a group called The Real Great Society. They are a group of dedicated young people who are doing a beautiful thing in their own community... and what they are doing is working.

They are rebuilding from scratch and they're proving that it can be done. They are getting money from the business community, not just from individuals, and they're taking kids... who as they say... "were not drop-outs... they were push-outs"... They were kids that the educational system didn't properly understand. They are trying to give these kids something, and these kids are coming in on their own time. They're coming in and having special kinds of teaching, special kinds of store-front university and prep school education. If you could see the pride that comes out of this group, doing it on their own, and if you could look into these articulate seventeen, eighteen, nineteen and twenty year olds, it might make you start to get a little nervous about your own approach.

Businessmen must see it. They must see it firsthand. They must smell it. And I tell you this... You've got to get out there and walk up to that third floor apartment, you've got to look at a so-called community center in its big beautiful building and see the garbage inside because nobody put up a dime to take care of it. And you can see what they're doing with their own hands... scrounging a little paint, scrounging a little lumber to start to build. I saw it yesterday... and a number of other businessmen saw it yesterday.

As far as I'm concerned, the business community has got to stop reading about it and got to stop seeing movies about it and they've got to get out and see it with their own eyes and feel it. We've got to reach the young people who are active, and are waiting today for a tangible demonstration.

Business does recognize the important role it can play in setting the pattern of thinking and acting of all people in this country. Only business can create the economic viability for equity. And only the businessman can make equity an acceptable social pattern in this country. It's a big responsibility—but I believe that the committed of the business community understand it. Every day that roll of committed businessmen gets longer and it includes people today who you would never have dreamed a year ago would have even become involved. I believe that these businessmen *accept their responsibilities* today.

Now I'd like to make some concrete suggestions. Since we're *not* all alike, I have three suggestions for the black community and three suggestions for the white business community.

I would like to address myself first to my friends and associates and competitors in the white business community. I'm sorry that more of them don't have an opportunity to be here today.

Number one, recognize *the power of black thinking*... get the assistance of the ablest black professional help you can. But make sure you find people willing to think and talk like black people. Don't try to shape them in your own image. Encourage them to speak out—tell you things you may not like to hear but which they believe and know are right. Don't attempt to solve a problem relating to black people

without the help of black people. As good as your own solution might be, it cannot be good enough or effective enough without the seasoning of black thinking... and I say, do it now!

Number two, resist the temptation to give your money and run. Don't give out of guilt (but if that's the only reason—give), give out of self-interest. Make sure the organizations you help have the proper commitment to rehabilitation rather than just relief. Make sure they're ready to encourage the active participation of black people. To use our own example in Stamford, we insisted that any funds we give to the community must be given to organizations that will do this. We are not interested in helping people adjust to their poverty and general circumstances.

What we do want to do is to give them the strength to move out of poverty and move up to opportunity ... and we're doing it now.

Number three, transmit your own personal involvement and dedication to everyone with whom you come in contact. This is particularly true with your own employees and managers at all levels. At Clairol I've just appointed an Enabling Committee consisting of department heads throughout the company to help and encourage all our people toward equitable employment policies and practices. Because, you know, it's tough... you can say something at the top and on the next level down, they really be-

lieve it but not quite as much, and on the next level down from that they really *kind* of believe it but, well, not quite as much as the other one. By the time you get down, sometimes to where it really counts, you're back where you were... unless you operate every day in every department and make sure... not like a policeman but like an educator.

I say we've got to do the same thing with our suppliers, with our customers, with the TV networks whom we support with our advertising and, in short, we must use every opportunity we have to influence the thinking of other people. We must do it now, and every business, and every businessman in this country, must do it... yesterday... right now... one hour from now!

Now I have some suggestions for the black community:

Number one, take a tip from business and set reasonable objectives for yourselves for today. Recognize the difference between tactical demands and realistic goals. Recognize that the best intentioned people can be immobilized by the fear of not knowing how to meet immediately all the demands that are made upon them. Single out the most important ones... concentrate on them... put your pressure on them... don't take the entire spectrum and expect that everything is going to be done simultaneously tomorrow ... Because there aren't enough resources in the world. But there are enough resources to solve the most important ones.

Number two, use the technique of challenge and support. Threats of boycotting are effective. You would be surprised what it means when the president of a company gets a letter from Mary Jones in Dubuque, Iowa. Why you would think the whole world was stopping. There are a lot of people who don't seem to write complaints to the president... they write to the name of the company and it gets funneled somewhere. When the president of a company gets a letter you'd be amazed how he not only makes sure that letter is answered but he makes sure it is answered right.

There's another way too...and that way is encouragement. And I think it's equally effective but I don't think it's been done by very many people. What I mean by encouragement – and it may be a new thought–is to organize people to do one of two things: to flood a company president with his competitor's boxtops to let him know for sure he isn't getting the business...or the other easier way, buy the products of the company that you feel good about and send the box tops in...not because you're going to get something to win a contest, but to let that company know that it's important to be right...to think right...to act right...and to do something about it.

You know, we really have to encourage people to do their best. I know it in my own company. I don't care who it is, whether it's a vice-president or a brand new mailboy who's just starting off in the company... he needs a pat on the back. He needs a little bit of en-

couragement to let him know he's doing well. That's the kind of encouragement that I think a company can use.

Number three, Black people must stop being overly dependent on what many call the niceness of white people. And I think *in this* group (and I don't want to be overly critical) compared to some of this younger activist element, that shoe might fit a little too well. At one time in history many black people looked for handouts from whites... more recently they've been looking for decency. Now you've got to be looking for the tools of empowerment and this is what you must demand for the good not just of your group but for the good of all America. This is what is going to bring the dignity that every human being is entitled to, and this is what will make it possible for you to bring to them your valuable gifts of insight which are so sorely needed in this country.

In closing I'm going to paraphrase a little story that's attributed to the late Martin Luther King, Jr. He told many times of the country minister who said to his congregation, "We aren't what we want to be ...and we aren't what we're going to be, but thank God, we aren't what we were!"

And I say thank God that we white businessmen are not what we were either. We've not done as much as we should have done either... but we know there are ways that we can move farther and faster and, with the *power of black thinking* as a new alternative, we will find those ways.

Delivered, June 18, 1968

CLAIROL
1290 Avenue of the Americas, Rockefeller Center, New York 19, N.Y. / Telephone: 957-3100

OCT 21 1968

October 18, 1968

Mr. Ronnie M. Moore
Director, Leadership Development
Scholarship, Education & Defense -
Fund for Racial Equality, Inc.
164 Madison Ave.
New York, N. Y. 10016

Dear Mr. Moore:

In response to your request, we are pleased to let you know that we have sent you 300 copies of "The Power of Black Thinking" for your organization.

We have just had these reprints printed from the Congressional Record, copy attached.

Thank you for your interest.

Sincerely,

Lillian Broder

Lillian Broder
Public Relations Dept.

(Not printed at Government expense)

Congressional Record

PROCEEDINGS AND DEBATES OF THE 90th CONGRESS, SECOND SESSION

THE POWER OF BLACK THINKING

(By Bruce Gelb)

REMARKS

OF

HON. DONALD J. IRWIN

OF CONNECTICUT

IN THE HOUSE OF REPRESENTATIVES

Monday, September 16, 1968

Mr. IRWIN. Mr. Speaker, Bruce Gelb, president of Clairol, delivered on June 18 of this year an address on "The Power of Black Thinking." He was speaking before a group of black leaders in the Bedford-Stuyvesant area of Brooklyn, N.Y.

I should like to insert Mr. Gelb's remarks in the RECORD because I feel they speak realistically of what both blacks and whites must do if we are to achieve a socially and economically integrated society. He speaks directly about what can be done today.

Mr. Gelb tells his audience how it is today. And he tells us what steps can be taken today so that we will be better off tomorrow. He tells industry how it must employ "black thinking" so as to be better in tune with today's society of both blacks and whites. And he tells the black community how it can impress "black thinking" on the corporation.

Mr. Bruce Gelb's remarks which I recommend to my colleagues follow:

THE POWER OF BLACK THINKING

(An address by Bruce S. Gelb, president of Clairol, before the Emergency Convocation on Urban Distress, Concord Baptist Church, Bedford-Stuyvesant, Brooklyn, N.Y.)

Thank you very much ladies and gentlemen. I've been sitting here trying to figure out just exactly why I was here and not the president of General Motors, or the president of the building trades union, or somebody who could speak in a big gun voice to the entire United States. My voice, as president of Clairol, which is a division of a good sized American company, is still a small voice in this country. My guess is that there are some who could be doing this job a lot better than I'm going to do it today.

First of all, I start thinking about baseball and what happens when you get up with three strikes against you. . . . Boy I've got 'em! Number one, I'm over thirty! That means nobody who's important really trusts me. (They probably don't trust *you* too much, either, if *you're* over thirty.) Number two, I've got a tie on, and nobody where I've been during the last few days trusts anybody who's wearing a tie or a collar, or can put more than five or ten dollars together at one time.

Number three, and this means I'm in really serious trouble—I'm a businessman and nobody trusts a businessman, at least one who's making a profit! So, if you don't mind, and I'm not doing it for histrionics or anything like that . . . I'm going to take off my jacket and tie and tell you honestly what our company and what a lot of companies in this country feel today.

They feel deeply and seriously, and they do have a lot of motives for that feeling. They've got a motive of fear and they've got a motive of love and they've got a motive of profit and they've got a motive of survival as well.

I want to thank you for allowing me to come here because it does show that you've got some faith and some confidence in me, and in the company that I represent. I want also to tell you that this group represents people who have a set of insights and perspectives that help me, personally, to understand some of the real issues that are so vitally important in this country.

If you haven't guessed it already, let me state very clearly that I'm in basic agreement with the goals of this meeting and the feelings of most of the people here. That's something that I probably couldn't have said as little as two or three years ago, in spite of what I've always felt was a pretty good set of racial attitudes. I, like so many other people that you've come to know and help, used to believe that all people were alike and therefore, all people were to be treated equally all the time.

I, like so many others, used to think that the best favor that I could do a black man was, first of all, not to call him black. And then, to help him in every possible way to act—and look—and be—just like me.

Certainly, "equity" and "empowerment" were two words that I couldn't have used comfortably a year ago. And by the way, let

me make it clear—when I talk about equity, I'm taking about ownership of apartments, ownership of homes, ownership of businesses, as well as equitable treatment for all people. "Black Power" was a term very frankly filled me with dread, as I'm sure it did some of you when it was first articulated.

But I can react to these words now and I can use them because I think I understand them. I understand them because I've benefited in a small way from *the power of black thinking*.

Black thinking is something that was introduced into my company a number of years ago by my brother Richard, who at that time was president of Clairol. He's now president of Bristol-Myers. He initiated a program for intelligently meeting marketing needs and other objectives within the black community. The basis for this program was our own understanding that we would never find the proper approach without the help of black people.

Of course, we already had what was considered to be a good percentage of black people working for us in important areas throughout our company. But they had been hired simply to do a particular job . . . not to help us enlarge our understanding of the total situation. What we needed now was someone to help us define the *total problem* and then to develop programs within the company that our entire corporation could follow.

We chose a man with a long-standing record as a human rights activist. He was an experienced and capable businessman with excellent skills and educational background, but he was also a man who understood his blackness and felt keenly about its value. He was a man who just wasn't always going to agree with our point of view. He was someone who we knew could add black perspective to our thinking. In the short time he's been with our company, this man has changed the basic attitudes of hundreds of people within our organization and within the community that we serve.

He's helped us to learn that all people are *not* alike in this country and he's helped us to learn why. He's helped us to recognize the terrible artificial barriers set up by the white community since the days of slavery and to understand our responsibility to use all possible resources to help establish a system of equity for everyone.

As the Governor of this state, Nelson Rockefeller, has said, so often:

"The guarantee of equality is not enough. There are those who are way behind in terms of opportunity and we've got to give special emphasis, not only to the equality of this opportunity but to help them catch up to the years, the generations which have been st to them."

This understanding has made it possible s to hire other black thinkers in areas thout our company—in personnel, elations, management and sales and other creative fields. We've learned that we simply cannot judge black people by the same set of standards that we used before. We are using compensative material and compensative criteria for hiring and training black employees throughout all the Bristol-Myers companies. We try to carry this thinking even into our community activities.

We've encouraged black sponsorship of cooperatively owned housing in one city . . . and in the same city, we've even helped with the establishment and development of an organization representing hundreds of people in the area. It's called the Empowerment Organization of Greater Stamford. And it's dedicated to helping achieve a reasonable measure of equity for all citizens in the greater Stamford area. And we simply couldn't have done that without *the power of black thinking* in our company.

But in some ways what Bristol-Myers is doing is minor, compared to what many of the major companies in our country are doing today. Whitney Young emphasized these activities recently in a speech before a group of some of the nation's leading businessmen. The Wall Street Journal, just last week, reported favorably on what dozens of large companies are doing. All of this reflects the business community's new understanding of the twofold root of this problem.

First, as long as millions of Americans are economically non-productive, the total society must suffer. And secondly, as long as these millions find it impossible to fulfill their own potential as people, our nation suffers a human loss that we can afford even less. Put it in simple self-interest terms . . . if you want to . . . business now recognizes that by attacking this twofold problem forcefully we can increase our Gross National Product by a solid 10% within three years. And in my terms that's just a statistic. That's the smallest part of it.

No percentages can measure how our country will gain by providing these millions of people with a fuller, more productive and more satisfying life. And I see it starting to work.

I was in Bedford Stuyvesant and on the Lower East Side of New York yesterday and what I saw really opened my eyes. Among other things, I had the privilege of meeting a group called The Real Great Society. They are a group of dedicated young people who are doing a beautiful thing in their own community . . . and what they are doing is working.

They are rebuilding from scratch and they're proving that it can be done. They are getting money from the business community, not just from individuals, and they're taking kids . . . who as they say . . . "were not drop-outs . . . they were push-outs" . . . They were kids that the educational system didn't properly understand. They are trying to give these kids something and these kids are coming in on their own time. They're coming in and having specific

of teaching, special kinds of store-front university and prep school education. If you could see the pride that comes out of this group, doing it on their own, and if you could look into these articulate seventeen, eighteen, nineteen and twenty year olds, it might make you start to get a little nervous about your own approach.

Businessmen must see it. They must see it firsthand. They must smell it. And I tell you this . . . You've got to get out there and walk up to that third floor apartment, you've got to look at a so-called community center in its big beautiful building and see the garbage inside because nobody put up a dime to take care of it. And you can see what they're doing with their own hands . . . scrounging a little paint, scrounging a little lumber to start to build. I saw it yesterday . . . and a number of other businessmen saw it yesterday.

As far as I'm concerned, the business community has got to stop reading about it and got to stop seeing movies about it and they've got to get out and see it with their own eyes and feel it. We've got to reach the young people who are active, and are waiting today for a tangible demonstration.

Business does recognize the important role it can play in setting the pattern of thinking and acting of all people in this country. Only business can create the economic viability for equity. And only the businessman can make equity an acceptable social pattern in this country. It's a big responsibility—but I believe that the committed of the business community understand it. Every day that roll of committed businessmen gets longer and it includes people today who you would never have dreamed a year ago would have even become involved. I believe that these businessmen *accept their responsibilities* today.

Now I'd like to make some concrete suggestions. Since we're *not* all alike, I have three suggestions for the black community and three suggestions for the white business community.

I would like to address myself first to my friends and associates and competitors in the white business community. I'm sorry that more of them don't have an opportunity to be here today.

Number one, recognize *the power of black thinking* . . . get the assistance of the ablest black professional help you can. But make sure you find people willing to think and talk like black people. Don't try to shape them in your own image. Encourage them to speak out—tell you things you may not like to hear but which they believe and know are right. Don't attempt to solve a problem relating to black people without the help of black people. As good as your own solution might be, it cannot be good enough or effective enough without the seasoning of black thinking . . . and I say, do it now!

Number two, resist the temptation to give your money and run. Don't give out of guilt (but if that's the only reason—give), give out of self-interest. Make sure the organizations you help have the proper commitment to rehabilitation rather than just relief. Make sure they're ready to encourage the active participation of black people. To use our own example in Stamford, we insisted that funds we give to the community must be given to organizations that will do this. We are not interested in helping people adjust to their poverty and general circumstance.

What we do want to do is to give them the strength to move out of poverty . . . to move up to opportunity . . . and we're doing it now.

Number three, transmit your own personal involvement and dedication to everyone with whom you come in contact. This is particularly true with your own employees and managers at all levels. At Clairol we just appointed an Enabling Committee consisting of department heads throughout the company to help and encourage all our people toward equitable employment policies and practices. Because, you know, it's tough . . . you can say something at the top and on the next level down, they really believe it but not quite as much, and on the next level down from that they really *kind* of believe it but, well, not quite as much as the other one. By the time you get down, sometimes to where it really counts, you're back where you were . . . unless you operate every day in every department to make sure . . . not like a policeman but like an educator.

I say we've got to do the same thing with our suppliers, with our customers, with the TV networks whom we support with our advertising and, in short, we must use every opportunity we have to influence the thinking of other people. We must do it now, and every business and every businessman in this country, must do it . . . yesterday . . . right now . . . one hour from now!

Now I have some suggestions for the black community:

Number one, take a tip from business and set reasonable objectives for yourselves and today. Recognize the difference between tactical demands and realistic goals. Recognize that the best intentioned people can be immobilized by the fear of not knowing how to meet immediately all the demands that are made upon them. Single out the most important ones . . . concentrate on them . . . put your pressure on them . . . don't take the entire spectrum and expect that everything is going to be done simultaneously tomorrow . . . Because there aren't enough resources in the world. But there are enough resources to solve the most important ones.

Number two, use the technique of challenge and support. Threats of boycotting are effective. You would be surprised what it means when the president of a company gets a letter from Mary Jones in Dubuque, Iowa. Why you would think the whole world was stopping. There are a lot of people who

don't seem to write complaints to the president . . . they write to the name of the company and it gets funneled somewhere. When the president of a company gets a letter you'd be amazed how he not only makes sure that letter is answered but he makes sure it is answered right.

There's another way too . . . and that way is encouragement. And I think it's equally effective but I don't think it's been done by very many people. What I mean by encouragement—and it may be a new thought—is to organize people to do one of two things: to flood a company president with his competitor's boxtops to let him know for sure he isn't getting the business . . . or the other easier way, buy the products of the company that you feel good about and send the box tops in . . . not because you're going to get something to win a contest, but to let that company know that it's important to be right . . . to think right . . . to act right . . . and to do something about it.

You know, we really have to encourage people to do their best. I know it in my own company. I don't care who it is, whether it's a vice-president or a brand new mailboy who's just starting off in the company . . . he needs a pat on the back. He needs a little bit of encouragement to let him know he's doing well. That's the kind of encouragement that I think a company can use.

Number three, Black people must stop being overly dependent on what many call the niceness of white people. And I think *in this* group (and I don't want to be overly critical) compared to some of this younger activist element, that shoe might fit a little too well. At one time in history many black people looked for handouts from whites . . . more recently they've been looking for decency. Now you've got to be looking for the tools of empowerment and this is what you must demand for the good not just of your group but for the good of all America. This is what is going to bring the dignity that every human being is entitled to, and this is what will make it possible for you to bring to them your valuable gifts of insight which are so sorely needed in this country.

In closing I'm going to paraphrase a little story that's attributed to the late Martin Luther King, Jr. He told many times of the country minister who said to his congregation, "We aren't what we want to be . . . and we aren't what we're going to be, but thank God, we aren't what we were!"

And I say thank God that we white businessmen are not what we were either. We've not done as much as we should have done either . . . but we know there are ways that we can move farther and faster and, with the *power of black thinking* as a new alternative, we will find those ways.

321-102—14526

U.S. GOVERNMENT PRINTING OFFICE: 1969

SCHOLARSHIP,
EDUCATION AND
DEFENSE
FUND FOR
RACIAL EQUALITY inc.
164 MADISON AVENUE
NEW YORK, N.Y. 10016
(212) 532-8216

December 16, 1968

Dr. George Howard
Alabama Assoc. of School Boards
P.O. Box 6133
University of Alabama 35486

Dear Dr. Howard:

Please forward to this office a copy of your manual for school board members. If there is any charge, please indicate and we shall remit.

Sincerely,

J. Felder/rmp

James L. Felder
Director
Technical Assistance Program

JLF:rmp

I regret that our Handbook is out of print and is in the process of revision
Gill

Contributions are deductible for income tax purposes

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TRINITY COLLEGE
HARTFORD, CONNECTICUT 06106

RECEIVED
OCT 27 1969

October 23, 1969

Scholarship Educational Defense
Fund for Racial Equality
164 Madison Avenue
New York, New York

Gentlemen:

I have been told that you have some material available on the training of indigenous leaders.

Could you please send me whatever information is available.

Thank you very much.

Sincerely,

Ivan A. Backer
Special Assistant for
Community Affairs

IAB:tg

13 November 1969

Mr. Ivan A. Backer
Special Assistant for Community Affairs
Trinity College
Hartford, Connecticut 06106

Dear Mr. Backer:

Enclosed you will find some of the materials used in our Leadership Development Program, as well as background material on the organiaztion itself. With respect to the training of indigenous leaders, we feel that this is best accomplished in a group development type process in which those selected to participate actually function in real life and simulated social situations.

The development of leaders at the community level must bear a strong relationship to the community problems that exist. SEDFRE conducts workshops, institutes and seminars designed around the "felt needs" concept and attempts to assist the participants in expanding their community work skills in decision-making, goal-setting, and problem solution.

If, after reading the enclosed material, you feel that there is a basis for an in depth discussion, do not hesitate to get in touch with me.

Sincerely,

(Mrs.) Shirley M. Lacy
Director of Training and Technical Assistance

SML/tk
enclosures as stated

SEA Seasonal Employees in Agriculture

657 Flanders Road, Riverhead, N. Y. 11901

Shirley Levy

January 7, 1970

Leadership Training Program
150 Nassau Street
New York, New York

Gentlemen:

Your organization has been suggested as a possible source for information on politics, housing, civil rights legislation, etc. Kindly send us any information available on the above topics.

Thank you in advance for your cooperation.

Yours truly,

Edward L. Klumpp
Executive Director

ELK:ls

RACINE COUNTY COMMUNITY ACTION PROGRAM COMMITTEE, INC.
Seventh and Lake Streets, Racine, Wisconsin 53403
Telephone 633-1883 Area Code 414

January 19, 1970

Scholarship, Education and Defense Fund
for Racial Equality
150 Nassau Street
New York, New York

Dear Sir:

We would like to receive information on your leadership training program and a list of materials available on the various issues you deal with.

Thank you.

Cordially,

Carolyn Cole

Carolyn Cole
Program Planner and Developer

cc/pc

January 20, 1969

Board of Education
Of The City Of New York
110 Livingston Street
Brooklyn, New York 11201

Gentlemen:

Our organization is engaged in training for decentralization with many of the local school boards, and therefore, find useful the book Guidelines to Decentralization.

Please send to us, at the above address 100 copies of Guidelines to Decentralization, and if there is a charge, bill us.

Thank you in advance for your cooperation.

Sincerely,

Ronnie M. Moore
Director, Leadership Development

ldb

February 20, 1969

Southern Conference Educational Fund, Inc.
3210 West Broadway
Louisville, Kentucky 40211

Gentlemen:

Please send by return mail the following order:

One copy - Hangups - Common Problems of People who organize other people in communities. (number two on order list)

One copy - (number 5 on list) Common Group Problems by Alan McSurely.

Enclosed is check for $1.00 . Thanks you in advance for your cooperation.

Sincerely,

Ronnie M. Moore
Director, Leadership Development

ldb

January 26, 1970

Mrs. Carolyn Cole, Program Planner and Developer
Racine County Community Action Program Committee, Inc.
Seventh and Lake Streets
Racine, Wisconsin 53403

Dear Mrs. Cole:

Enclosed you will find some of the materials used in our Leadership Development Program, as well as background material on the organization itself. With respect to the training of indigenous leaders, we feel that this is best accomplished in a group development type process in which those selected to participate actually function in real life and simulated social situations.

The development of leaders at the community level must bear a strong relationship to the community problems that exist. SEDFRE conducts workshops, institutes and seminars designed around the "felt needs" concept and attempts to assist the participants in expanding their community work skills in decision-making, goal-setting, and problem solution.

If, after reading the enclosed material, you feel that there is a basis for an in depth discussion, do not hesitate to get in touch with me.

Sincerely,

Shirley M. Lacy, Director
Training and Technical Assistance

SML:ln
Enclosure

plw
Orders

[n.d.]

BW BUSINESS WEEK A McGraw-Hill Publication

330 West Forty-Second Street
New York, New York 10036

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In interpreting and analyzing the news, we have a three-fold task: to report the significant business developments, and developments in any area having impact on business; to predict developments which seem dictated by the logic of events; and to appraise these developments in terms of their effect on the economy and the business interests of our readers. Our opinions appear only on the Editorial page where we express our views on subjects of interest to businessmen.

We are always interested in hearing from our readers; we hope you will write whenever you have a question or comment on an article.

One more thing: Try as we may to prevent it, every now and then one of our subscribers will get an invitation to subscribe. We know this is annoying and are constantly trying to eliminate it. If you should get such an invitation, please pass it on to a fellow-executive.

We look forward with pleasure to serving you as a regular subscriber.

Sincerely,

Kenneth Kramer

Kenneth Kramer
Executive Editor

BW:KK

P.S. Please check that your name and address are correct as on this envelope and let us know if there are any changes.

CATALOGUE OF TRAINING MATERIALS

Prepared by:

~~THE NEW JERSEY COMMUNITY ACTION TRAINING INSTITUTE~~
~~10 WEST STATE STREET, TRENTON, NEW JERSEY 08619~~

SEDFRE
164 Madison Avenue
Executive Director

~~Henry P. Kennedy, Chairman~~
Trenton New Jersey

All training materials prepared by the Institute are briefly described in five sections of this catalogue. The catalogue code used to identify the materials is shown in the table of contents on the following page. Please use the code and the number when filling out the order blank that appears on the last page of this catalogue.

Order materials (✓)

DECEMBER 1967

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TRAINING PACKAGES (TP)

SYLLABUSES, CURRICULUMS AND SCHEDULES

A training syllabus, a curriculum and a schedule is available for each of the following programs. Evaluations are available for programs marked with an asterisk (*). Materials that were used during a program are listed later on in the catalogue.

Use the order blank at the end of the catalogue to order the following syllabuses, curriculums and schedules by requesting TP (for Training Package) and the number of the program shown at the left. If more than one package is listed under a program, be certain that you specify which you want by adding A, B, C, etc.

CATALOGUE NUMBER	NAME OF TRAINING PROGRAM
TP-1-A	ADULT EDUCATION DEMONSTRATION -- A training demonstration for non-professionals working for local CAPs as neighborhood aides. The three-phase program was conducted by the following contractors who used different training approaches: Atlantic Human Resources, Inc.; Scientific Resources, Inc. (SRI); and Rutgers, the State University.
TP-1-A	*ATLANTIC HUMAN RESOURCES, INC.; The CAP for Atlantic and Cape May Counties, carried out the demonstration as part of its total community action efforts.
TP-1-B	*SCIENTIFIC RESOURCES, INC, a private consulting firm used sensitivity training and other laboratory techniques.
TP-2	CAP DIRECTORS TRAINING SEMINARS -- A series of training seminars for 25 directors of rural and urban CAPs in New Jersey.
TP-3-A	CAP BOARDS OF DIRECTORS TRAINING SEMINARS -- A series of training seminars for local CAP board members in different parts of the State.
TP-3-A	*BERGEN COUNTY COMMUNITY ACTION PROGRAM, INC.
TP-3-B	*JERSEY CITY CAN-DO
TP-3-C	*O.C.E.A.M. (COUNTY), INC.
TP-3-D	*PASSAIC (CITY) CONFERENCE FOR ECONOMIC OPPORTUNITY
TP-3-E	SOUTHWEST CITIZENS ORGANIZATION FOR POVERTY ELIMINATION (SCOPE)

*EVALUATIONS AVAILABLE

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TP-3-F	*MORRIS COUNTY BOARD OF TRUSTEES
TP-3-G	*CAMDEN (CITY) COUNCIL ON ECONOMIC OPPORTUNITY NEIGHBORHOOD COMMITTEES
TP-3-H	BURLINGTON COUNTY BOARD MEMBERS
(SEE TP-15-B)	SPANISH-SPEAKING CAP BOARD MEMBERS
	✓FISCAL OFFICERS TRAINING PROGRAMS
TP-4-A&B	*FISCAL OFFICERS PROGRAM - No. *1 & *2
TP-4-C	A FISCAL SEMINAR FOR PATERSON TASK FORCE
	HEAD START TRAINING PROGRAMS
TP-5-A	NEWARK PRE-SCHOOL I -- A cooperative teacher-nursery education program for Head Start teachers 1966.
TP-5-B	NEWARK PRE-SCHOOL II -- SUMMER 1967
TP-5-C	NORTHWEST NEW JERSEY CAP
TP-5-D	BERGEN COUNTY CAP
	✓HOUSING TRAINING PROGRAMS
TP-6-A	HOUSING SPECIALIST TRAINING PROGRAM -- Training for housing specialists working for local community action agencies.
TP-6-B	SCOPE (SOUTHWEST REGIONAL CAP) HOUSING SPECIALIST TRAINING PROGRAM
TP-6-C	*HOUSING RELOCATION AIDES (A NEW CAREERS PROJECT) JERSEY CITY CAP-DO -- PHASE I
TP-6-D	ATLANTIC HUMAN RESOURCES HOUSING CODE ENFORCEMENT AIDES -- Training for enrollees of the Atlantic and Cape May Counties CAP Nelson Admendment Program.
TP-6-E	NEW YORK CITY RELOCATION AIDES PROGRAM -- A pre-service training program for aides hired by the City's Department of Relocation.

*EVALUATIONS AVAILABLE

CATALOGUE NUMBER	NAME OF TRAINING PROGRAM
TP-7-A&B	✓JOB COUNSELORS TRAINING PROGRAMS FOR NON-PROFESSIONAL EMPLOYMENT COUNSELORS. (SEE TP-16) JOB COUNSELORS PROGRAM -- No. *1 & *2
TP-8	✓MODEL CITIES TASK FORCE TRAINING -- A training for 12 members serving on Governor Hughes' Task Force for the statewide Model Cities Demonstration.
	NEIGHBORHOOD WORKERS TRAINING PROGRAMS -- Comprehensive training programs for professionals and non-professionals staffing neighborhood and area service centers:
TP-9-A	**HOBOKEN-EAST ORANGE NEIGHBORHOOD CENTERS
TP-9-B	*JERSEY CITY CAN-DO NEIGHBORHOOD CENTER STAFF TRAINING
TP-9-C	*MONMOUTH, MIDDLESEX MERCER COUNTIES NEIGHBORHOOD SERVICE CENTER AIDES - PHASE *1 & 2.
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TP-9-J	PLAINFIELD AND ELIZABETH CAP COMMUNITY ORGANIZATION PROGRAM
TP-9-K	*MONMOUTH COUNTY NEIGHBORHOOD AIDES
TP-9-L	MIDDLESEX COUNTY ECONOMIC OPPORTUNITIES CORPORATION NEIGHBORHOOD AIDES

*EVALUATIONS AVAILABLE
*ONE EVALUATION WAS PREPARED FOR HOBOKEN-EAST ORANGE and PLAINFIELD-SOMERSET-UNION TRAINING PROGRAMS

CATALOGUE NUMBER	NAME OF TRAINING PROGRAM
TP-9-M	SOMERSET COUNTY CAP NEIGHBORHOOD AIDES
TP-9-N	*PASSAIC (CITY) AND MONTCLAIR CAP NEIGHBORHOOD CENTER AIDES and followup program.
TP-9-O	BURLINGTON COUNTY CAP NEIGHBORHOOD AIDES
TP-9-P	*SOUTH JAMAICA (NEW YORK) COMMUNITY PROGRESS CENTER, INC. NEIGHBORHOOD WORKERS
TP-10	✓ OEO CRASH TRAINING PROGRAM -- An orientation program for professional CAP workers in the northwest region of the United States
	✓ RELIGIOUS LEADERSHIP TRAINING PROGRAMS: SENT (SERVE EVERY NEIGHBORHOOD TODAY) -- Training seminars for clergymen and laymen of all faiths:
TP-11-A	SENT - ATLANTIC CITY
TP-11-B	SENT - CAMDEN
TP-11-C	SEMINARIANS TRAINING PROGRAM - CAMDEN
TP-12	✓ *RURAL CAP TRAINING: NORTHWEST NEW JERSEY CAP (RATE) -- A training program for rural community action workers.
TP-13	✓ *RURAL MANPOWER DEVELOPMENT FIELD SUPERVISORS -- A training program for people staffing the New Jersey Rural Manpower Development Program (RMDP)
	SENIOR CITIZENS TRAINING PROGRAMS
TP-14-A	*NEWARK GOLDEN AGE PLAN -- A program for professionals staffing senior citizen centers in Newark.
TP-14-B	ORANGE OPPORTUNITY CORPORATION SENIOR CITIZENS SERVICE CENTER STAFF
TP-14-C	*PROJECT FIND DIRECTORS -- With the National Council of Aging
TP-14-D	*PROJECT FIND AIDES, LOWER WEST SIDE (NEW YORK) COMMUNITY PROGRESS CORPORATION -- With the National Council of Aging

*EVALUATIONS AVAILABLE

CATALOGUE NUMBER	NAME OF TRAINING PROGRAM
TP-14-E	MONMOUTH COUNTY CAP SENIOR CITIZENS MOBILIZATION TRAINING PROGRAM
	SPANISH-SPEAKING TRAINING PROGRAMS
TP-15-A	*SPANISH-SPEAKING COMMUNITY DEVELOPERS Numbers 1, 2, and 3 -- Training programs for Spanish-Speaking community organizers working for local CAPS.
TP-15-B	*SPANISH-SPEAKING CAP BOARD MEMBERS -- Special training in Spanish for members serving on local CAP Boards.
TP-15-C	*CLUB SOCIAL BORINQUEN, VINELAND -- Training for Puerto Rician members of civic organization in southwest New Jersey area.
TP-15-D	PATERSON MULTI-LINGUAL CENTER, a delegate agency of the Paterson Task Force for Community Action-- Training for Spanish-speaking neighborhood council center workers.
TP-16	AREA CAP COUNSELORS AND TRENTON UNITED PROGRESS, INC. TRAINING PROGRAM -- A series of training programs for CAP social service, placement and work experience counselors.
TP-17	*WORK TRAINING (GLAZER) PROJECT -- A training program for non-professional instructors and supervisors of a pioneer work-training program in Newark.
TP-18	LABOR UNION AND CAP STAFF TRAINERS-- A training program for trade unionists and CAP staff workers as community action trainers.
TP-19	MIGRANT TRAINING PROGRAM
TP-19-A	*MIGRANT TRAINING PROGRAM -- A training program for Southwest Regional (SCOPE) CAP Staff members serving more than 1,000 migrant workers camps in Salem, Gloucester and Cumberland Counties.
TP-19-B	MIGRANT EDUCATION TRAINING (MET) S.C.O.P.E.

*EVALUATIONS AVAILABLE

CATALOGUE NUMBER	NAME OF TRAINING PROGRAM
TP-19-C	MIGRANT EDUCATION TRAINING (MET) for Monmouth, Middlesex, Burlington, Atlantic & Cape May Counties CAPs.
TP-20	CAP PERSONNEL DIRECTORS - PHASE *1 & *2
TP-21	✓ *TRENTON HUMAN RELATIONS COUNCIL SEMINAR
	✓ WELFARE TRAINING PROGRAMS
TP-22-A	STATEWIDE TRAINING PROGRAM FOR WELFARE AIDES
TP-22-B	JERSEY CITY CAN-DO WELFARE AIDES -- PHASE *1 &*2.
TP-22-C	PATERSON WELFARE AIDES TRAINING PROGRAM -- A pre-service program for Scheurer enrollees hired by the Paterson and Passaic County Welfare Departments.
TP-22-D	*WELFARE DIRECTORS AND CAP DIRECTORS SEMINAR REPORT -- A statewide program for county welfare directors and community action program directors.
	✓ CONSUMER EDUCATION TRAINING PROGRAMS
TP-23-A	TRENTON UNITED PROGRESS, INC. (UPI) CONSUMER FRAUD TRAINING PROGRAM -- The Credit System; Phase *1 & *2.
TP-23-B	O.C.E.A.N. (COUNTY), INC. CONSUMER EDUCATION PROGRAM
	MANAGEMENT INFORMATION SYSTEMS (MIS)
TP-24-A	OPERATION MIST FOR NEWJERSEY COMMUNITY ACTION AGENCIES -- GROUPS 1,2 and 3.
TP-24-B	OPERATION MIS FOR NEW YORK CITY COMMUNITY ACTION AGENCIES
TP-24-C	MIS TRAINING FOR DELAWARE COMMUNITY ACTION AGENCIES & NEW JERSEY STATE TECHNICAL ASSISTANCE OFFICERS

*EVALUATIONS AVAILABLE

CATALOGUE NUMBER	NAME OF TRAINING PROGRAM
TP-	MANPOWER TRAINING PROGRAMS (Also see Rural Manpower Development Program, TP-13).
TP-25-A	MANPOWER TECHNICAL ASSISTANTS, NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS -- An in-service training program.
TP-25-B	MANPOWER MANAGEMENT SEMINAR SERIES FOR NEW YORK CITY NEIGHBORHOOD MANPOWER CENTER DIRECTORS
TP-25-C	SOUTH BRONX (NEW YORK) CONCENTRATED EMPLOYMENT TRAINING PROGRAM -- A pre-service program for field workers.
TP-26	STAFF TRAINING PROGRAM FOR NEW JERSEY COMMUNITY ACTION TRAINING INSTITUTE -- PHASE I & 2
"	COMMUNITY ACTION PROGRAM (CAP) ADMINISTRATIVE STAFF TRAINING
TP-27-A	BERGEN COUNTY COMMUNITY ACTION PROGRAM, INC.
TP-27-B	NORTHWEST NEW JERSEY COMMUNITY ACTION PROGRAM (HUNTERDON, SUSSEX AND WARREN COUNTIES)
TP-28	LEGAL SERVICES SECRETARIAL TRAINING PROGRAM -- An in-service program for secretaries staffing the Legal Services Division of Atlantic Human Resources, Inc.
TP-29	RURAL COMMUNITY DEVELOPMENT TRAINING FOR VOLUNTEERS -- Training for a volunteer committee mobilizing residents in the Mays Landing area of Cape May County.
TP-30	CAP - SECRETARIAL TRAINING PROGRAM, ATLANTIC HUMAN RESOURCES, INC.

TRAINING HANDBOOKS, BROCHURES AND OTHER PRINTED MATERIALS

AVAILABLE AT COST. THE SINGLE COPY PRICE FOLLOWS EACH DESCRIPTION.

CATALOGUE NUMBER

TRAINING HANDBOOK (TH)

TH-1 NEW JERSEY TENANT ACTION HANDBOOK, a guide to help poor people correct critical apartment house problems.

TH-1-A ENGLISH EDITION -- 21 pages, illustrated, 75¢ per copy

TH-1-B SPANISH EDITION -- 32 pages, 50¢ per copy

TH-2 PUBLIC ASSISTANCE: RIGHTS AND RESPONSIBILITIES, a New Jersey welfare handbook written in non-technical language, 20 pages, illustrated, 75¢ per copy

TH-3 USE A SURVEY TO FIGHT POVERTY, how to use survey information to solve particular poverty problems, includes sample surveys, 40 pages, illustrated, $1 per copy

TH-4 SO WHO NEEDS MONEY TO FIGHT POVERTY? a collection of low-cost, no-cost anti-poverty programs; includes a develop-your-own-low-cost program work-sheet, 48 pages, illustrated, 25¢ per copy

TRAINING BOOKLETS (TB)

The first five copies are free. The cost price of each additional booklet is shown below.

TB-1 TAPES FOR COMMUNITY ACTION, suggestions on how local CAPs can use tape recordings, illustrated, 50¢ per copy

TB-2 IT'S YOUR NEIGHBORHOOD, how to make your community a better place to raise your family, illustrated, 10¢ per copy

TB-3 ABOUT "BLOCK CLUBS", how citizens can organize for action, 10¢ per copy

BROCHURES (B)

The first five brochures are free. The cost price of each additional brochure for B-2 to B-5 will be 5¢ per copy. Additional copies of HOW TO CONDUCT A COMMUNITY ACTION MEETING (B-1) can be obtained for 15¢ per copy.

CATALOGUE NUMBER

B-1 HOW TO CONDUCT A COMMUNITY ACTION MEETING, an illustrated guide and poster showing how to plan and conduct a community action meeting. (A training kit with materials that can be used with the brochure is also available. See MTM-16 in the list of Miscellaneous Training Materials on page of this catalogue.)

B-2 WRITE TO YOUR CONGRESSMAN, a guide showing citizens how to write letters to their congressmen. (Developed, produced, and printed with non-federal funds. The Institute will pass requests for copies and payment to the printer.)

B-3 ✓ TIPS ON HOW TO GET FEDERAL AID, prepared for local CAPs.

B-4 ✓ TIPS ON HOW TO APPLY FOR A JOB, includes a sample job application and a job application dictionary.

B-5 SENT (SERVE EVERY NEIGHBORHOOD TODAY), a description of a training program for clergymen and laymen of all faiths.

CASE STUDIES (CS)

A case study presents a problem for trainees to solve. It is one of many training tools used by the New Jersey Community Action Training Institute in its skill-training programs for anti-poverty workers.

Each case study in this manual creates an imaginary situation involving true-to-life problems that community action workers must handle. There may be many different ways of solving the problem. Trainees are asked to determine the best way of handling the problem by discussing and investigating all possible solutions. It is through this problem solving that skills are increased and training takes place.

The first copy of each case study is free. Additional copies can be purchased for 5¢ per sheet. The number of sheets in each case study is shown below.

CATALOGUE NUMBER AND SUBJECT	TITLE OF CASE STUDY
	COMMUNITY ACTION PROGRAMS (CAPs) AND NEIGHBORHOOD CENTERS:
CS-1-A	A CAMEL IS A HORSE DESIGNED BY A COMMITTEE -- The wrong way to create a CAP Education Committee, 6 pages.
CS-1-B	WANT AD FOR A NEIGHBORHOOD CENTER SUPERVISOR -- Staffing and program planning of a neighborhood center, 4 pages.
CS-1-C	NEIGHBORHOOD AREA SERVICE CENTERS -- Organizing neighborhood centers for a tri-county community action program, 5 pages.
CS-1-D	PROGRESS CITY -- Organizing neighborhood centers for an urban community action program, 5 pages.
CS-1-E	NEIGHBORHOOD CENTERS AS A TOOL FOR COMMUNITY ACTION -- Mobilizing the community to help solve problems, 3 pages.
CS-1-F	THE EARLY AIDE MEETS SUCCESS -- Neighborhood center aides plan and schedule a work day and a work week, 4 pages.
CS-1-G	ORGANIZING A RURAL CAP -- Hostility and suspicion confront CAP organizers in Parker County, 3 pages.

CATALOGUE NUMBER AND SUBJECT	TITLE OF CASE STUDY
	CONSUMER EDUCATION:
CS-2-A	A CAR SWINDLE INVOLVING AN AUTO DEALER AND A FINANCE COMPANY -- A two-part case study involving a reprint of a story published in the newspaper of the Consumers Education and Protective Association of Philadelphia, 2 pages.
CS-2-B	THE HIGH COST OF MONEY -- A widow finds she can finance home repairs, 2 pages.
	EDUCATION:
CS-3-A	URBAN CITY, NEW JERSEY -- A CAP meets the requirements of Title I of the Elementary and Secondary Education Act, 4 pages.
CS-3-B	PENNIES FROM HEAVEN -- A CAP Policy Committee plans the use of a $20,000 gift for a Head Start Program, 6 pages.
CS-3-C	"CASOS COBRE EDUCATION" -- Four case studies in Spanish for Puerto Rican residents: 2 pages. 1. A Puerto Rican student arrives 2. An adult cannot speak English 3. Representation on the Board of Education 4. The organization of the PTA
CS-3-D	"ARE DOCTORS, NURSES AND DENTISTS NEEDED IN HEAD START?" -- A child enrolled in Head Start needs medical care. 1 page
CS-3-E	"WHAT IS THE ROLE OF A SOCIAL WORKER OR A PSYCHOLOGIST IN HEAD START?" -- Emotional problems plague a four-year-old child. 1 page.
	HEALTH:
CS-4-A	HEALTH CLINIC: A CAP establishes a health clinic in a city with large poverty population and a high incidence of TB, syphilis, infant mortality. Program objectives services and budget are included. Based on Atlantic City, New Jersey, 7 pages.

CATALOGUE NUMBER AND SUBJECT	TITLE OF CASE STUDY
	HOUSING:
CS-5-A	A CAP BECOMES CONCERNED ABOUT MIGRANT HOUSING. 2 pages
CS-5-B	AN URBAN RENEWAL CITY PLANS RELOCATION PROJECT. 2 pages
CS-5-C	A CITY'S SENIOR CITIZENS NEED HOUSING. 2 pages
CS-5-D	A TOWN FACES UP TO CODE ENFORCEMENT. 2 pages
CS-5-E	RURAL CITIZENS NEED BETTER HOUSING FACILITIES. 4 pages
CS-5-F	A CITY SOLVES ITS HOUSING PROBLEMS. 2 pages.
CS-5-G	A CITY SUPPLEMENTS ITS LOW-INCOME HOUSING WITH A LEASED HOUSING PROGRAM. 3 pages
CS-5-H	"HOUSING, WELFARE AND A CAP'S INVOLVEMENT" -- Welfare mothers stage a sit-in at a Housing Authority and a CAP becomes involved, 4 pages.
	MANPOWER:
CS-6-A	"MANPOWER PROGRAM FOR A RURAL CAP" -- An unsuccessful Rural Youth Development Program causes a CAP Director to seek help from a Manpower Technical Assistant, 9 pages.
CS-6-B	"METROPOLITAN MANPOWER PROGRAMMING" -- A manpower program suffers from lack of cooperation between a CAP and other community agencies, 3 pages.
	MOBILIZING LOCAL RESOURCES:
CS-7-A	"INNER CITY" -- A city CAP Board tries to maintain and expand programs after federal funds are cut, 3 pages.
CS-7-B	"RURAL COMMUNITY ACTION PROGRAM" -- The resources of community organizations can help a rural CAP continue its programs, 5 pages.

CATALOGUE NUMBER AND SUBJECT	TITLE OF CASE STUDY

SENIOR CITIZENS:

CS-8-A — MORE THAN MEMORIES -- A case study package of the needs of senior citisens, 4 pages.

TO BE WELL FED
THE FRIENDS OF YESTERDAY
IS THE DOCTOR AN ENEMY?
A PLACE TO CALL HOME

CS-8-B — SENIOR CITIZENS AND PROJECT FIND -- A director gets project off to a good start, 6 pages.

TECHNICAL ASSISTANCE:

CS-9-A — HOW DOES AN ANTI-POVERTY AGENCY DEVELOP AND START AN INFORMATION REPORTING SYSTEM? -- A CAP learns to meet requirements for MIS reporting. 5 pages.

CS-9-B — WELFARE:

CS-10-A — "CAN THEY DO IT THEMSELVES?" -- A CAP Welfare Aide helps a group of welfare mothers plan low-cost or no-cost solutions to their problems. 3 pages

CS-10-B — "CASE STUDY OF A WELFARE MOTHER" -- A CAP Welfare Aide plans a guide for an unwed welfare mother. 2 pages

CS-10-C — "CASE STUDY OF A WELFARE FAMILY" -- Referrals to the proper community agencies is a problem-solving method used by a CAP Welfare Aide. 2 pages.

CS-10-D — MOBILIZING COMMUNITY RESOURCES -- What resources can be used to help welfare family solve problems? 3 pages.

DISCUSSION STIMULATORS (DS)

Discussion stimulators are problems designed to stimulate discussion during training sessions. The first copy of each discussion stimulator is free. Additional copies can be purchased for 5¢ per sheet. The number of sheets in each discussion stimulator is shown below.

CATALOGUE NUMBER	
DS-1	LOCAL CAP BOARDS OF DIRECTORS, 2 pages.
DS-2	WHAT IS COMMUNITY ACTION? -- Four definitions.
DS-2-A	In English. 3 pages
DS-2-B	In Spanish. 3 pages
DS-3	URBAN NEIGHBORHOOD COUNCILS, 1 sheet
DS-4	MAKING HOUSING CODE ENFORCEMENT WORK, 3 pages
DS-5	URBAN HOUSING PROGRAMS, 3 pages.
DS-6	MANAGEMENT INFORMATION SYSTEM (MIS), 1 page
DS-7	WHAT IS A CAP? -- WHAT IS WELFARE? 5 pages
DS-8	WHAT IS A CAP HOUSING SPECIALIST? 1 page
DS-9	NO MORE NONSENSE ABOUT GHETTO EDUCATION, 2 pages.
DS-10	CONSUMER EDUCATION, MATCH TEST, 1 page.

MISCELLANEOUS TRAINING MATERIALS (MTM)

The first copy of each of the following miscellaneous training materials will be sent free. Additional copies can be purchased for 5¢ per sheet. The number of sheets in each item is shown below.

CATALOGUE NUMBER	TITLE
MTM-1	WHAT CAPS CAN DO TO HELP LOCAL GOVERNMENT MAKE THE BEST USE OF EXISTING HOUSING, BY BARRY A. PASSETT, 15 pages.
MTM-2	CAN NEW CAREERS BE CREATED FOR THE POOR? BY GLENN M. PARKER, 4 pages.
MTM-3	THE WORLD OF POVERTY, BY MICHAEL HARRINGTON -- an abstract 1 page.
MTM-4	TRAINING PACKAGES (WHAT IS TRAINING -- HOW IS IT DONE), 6 pages.
MTM-5	USING GROUP SELECTION TO RECRUIT THE POOR, 3 pages.
MTM-6	CITIZEN PARTICIPATION IN URBAN RENEWAL EDMUND M. BURKE -- JOURNAL OF HOUSING JANUARY 1966 (CATI SUMMARY), 4 pages.
MTM-7	"ALPHABET SOUP FOR ANTI_POVERTY WORKERS", 2 pages.
MTM-8	ELEMENTS OF DEMOCRACY -- a paper on the principle of public supervision of public goods and services GREGORY SIMMS, 6 pages.
MTM-9	WHAT IS A SUPERVISOR: BASICS OF SUPERVISION, 3 pages.
MTM-10	CAP FISCAL OFFICERS QUIZ -- Three completed CAP Component Amendment Form 43s are included, 4 pages.
MTM-11	THE POOR BRING ADULT EDUCATION TO THE GHETTO -- A report on a new careers demonstration project by GLENN M. PARKER, 13 pages.
MTM-12	HOUSING TERMS COMMUNITY ACTION WORKERS SHOULD KNOW A Housing Glossary, 6 pages.

CATALOGUE NUMBER	TITLE
MTM-13	LET'S FAKE REBUILDING CITIES SIMPLE, An abstract -- A Special Report by Edward J. Logue, Administrator of the Boston Redevelopment Authority, 1 page.
MTM-14	DO PEOPLE ON WELFARE HAVE ANY RIGHTS? -- An abstract adapted from "We've Got Rights" by Richard A. Cloward and Frances Fox Piven, THE NEW REPUBLIC, August 5, 1967, 1 page.
MTM-15	WHAT IS PPBS? -- An explanation of Planning-Programming-Budgeting Systems for Community Action Programs, 3 pages.
MTM-16	"HOW TO CONDUCT A COMMUNITY ACTION MEETING" TRAINING KIT -- Training materials include: (1) the illustrated brochure-poster, (2) a fact test for trainees; (3) a discussion stimulator, (4) a guide on how to prepare by-laws, (5) a guide on how to prepare an agenda, (6) a checklist of things that should be done to get ready for a meeting, (7) a 7 hour sample training program, and (8) a list of films that can be used in training sessions; 10 pages plus brochure.
MTM-17	A CONFERENCE ON EDUCATION TAPE--AND LEADERSHIP KIT with James Farmer and Gregory Simms. $2 per kit.
MTM-18	NEW CAREERS IN PUBLIC WELFARE by Glenn M.Parker, 11 pages.

NEW JERSEY COMMUNITY ACTION TRAINING INSTITUTE MATERIALS

COST PRICE LIST

DESCRIPTION OF MATERIAL — COST PRICE

TRAINING PACKAGES (TP)

Includes syllabus, curriculum, schedule and a copy of case study, discussion stimulator and/or other materials used in a training program. . . . . $ .50 each

TRAINING HANDBOOKS (TH)

NEW JERSEY TENANT ACTION HANDBOOK
- English Edition . . . . . .75 each
- Spanish Edition . . . . . .50 each

PUBLIC ASSISTANCE: RIGHTS AND RESPONSIBILITIES . . . . . .75 each

USE A SURVEY TO FIGHT POVERTY . . . . . 1.00 each

SO WHO NEEDS MONEY TO FIGHT POVERTY . . . . . .25 each

FREE TRAINING MATERIALS (If five or less copies are ordered):

One to five copies of the following materials can be obtained free. If more than five copies are ordered, the cost price of each additional copy is shown below:

DESCRIPTION OF MATERIAL	COST PRICE PER COPY FOR MORE THAN FIVE COPIES
TRAINING BOOKLETS (TB)	
TAPE FOR COMMUNITY ACTION	.50 each
IT'S YOUR NEIGHBORHOOD	.10 each
ABOUT "BLOCK CLUBS"	.10 each
BROCHURES (B)	
HOW TO CONDUCT A COMMUNITY ACTION MEETING	.15 each
FACT SHEET	
TIPS ON HOW TO APPLY FOR A JOB	.05 each
TIPS ON HOW TO GET FEDERAL AID	.05 each
SENT (Serve Every Neighborhood Today).	.05 each
WRITE TO YOUR CONGRESSMAN	.05 each

CASE STUDIES (CS), DISCUSSION STIMULATORS (DS) AND MISCELLANEOUS TRAINING MATERIALS (MTM): The first copy of each of these materials can be obtained free. All additional copies can be purchased at 5¢ per sheet. The number of sheets included in each material is shown in descriptions on previous pages.

THE ORGANIZER'S LIBRARY SERIES

Title of Pamphlet	Price*
1. Getting and Keeping People Together ..... by Alan McSurely Bringing People to Your First Meeting, How to Run a Meeting, Duties and Responsibilities of Officers and the Organizer, Agenda, Minutes	25¢
2. HANGUPS--Common Problems of People who Organize Other People into Communities .... By Alan McSurely Including "Let the People Decide," Anti-Theory, John Jehovah, Jolly Green Giant Hangups	50¢
3. The Care and Feeding of Power Structures .. by Jack Minnis Revised	50¢
4. How to Put Out Community Newspapers ..... by Alan McSurely What Makes a Good Community Newspaper, Some Precautions and Examples	25¢
5. Common Group Problems ..... by Alan McSurely Leadership, Needs of Group Members, Competition within Group, Hidden Interests, Dealing with Despair, Group Techniques	50¢
6. Lowndes County Freedom Organization ..... by Jack Minnis The Story of an Independent Political Movement on the County Level	50¢
7. How to Negotiate ..... by Alan McSurely Including How to Prepare for Negotiations, Role Playing, Making Threats Believable, and Where to Meet Your Opponent	25¢

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*Special Rates for Movement Groups are 10 for $2.00 25¢ Pamphlets
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